

The American **BAKER**

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IMCO SPECIAL



The High Gluten Flour That Packs A High Profit Punch!

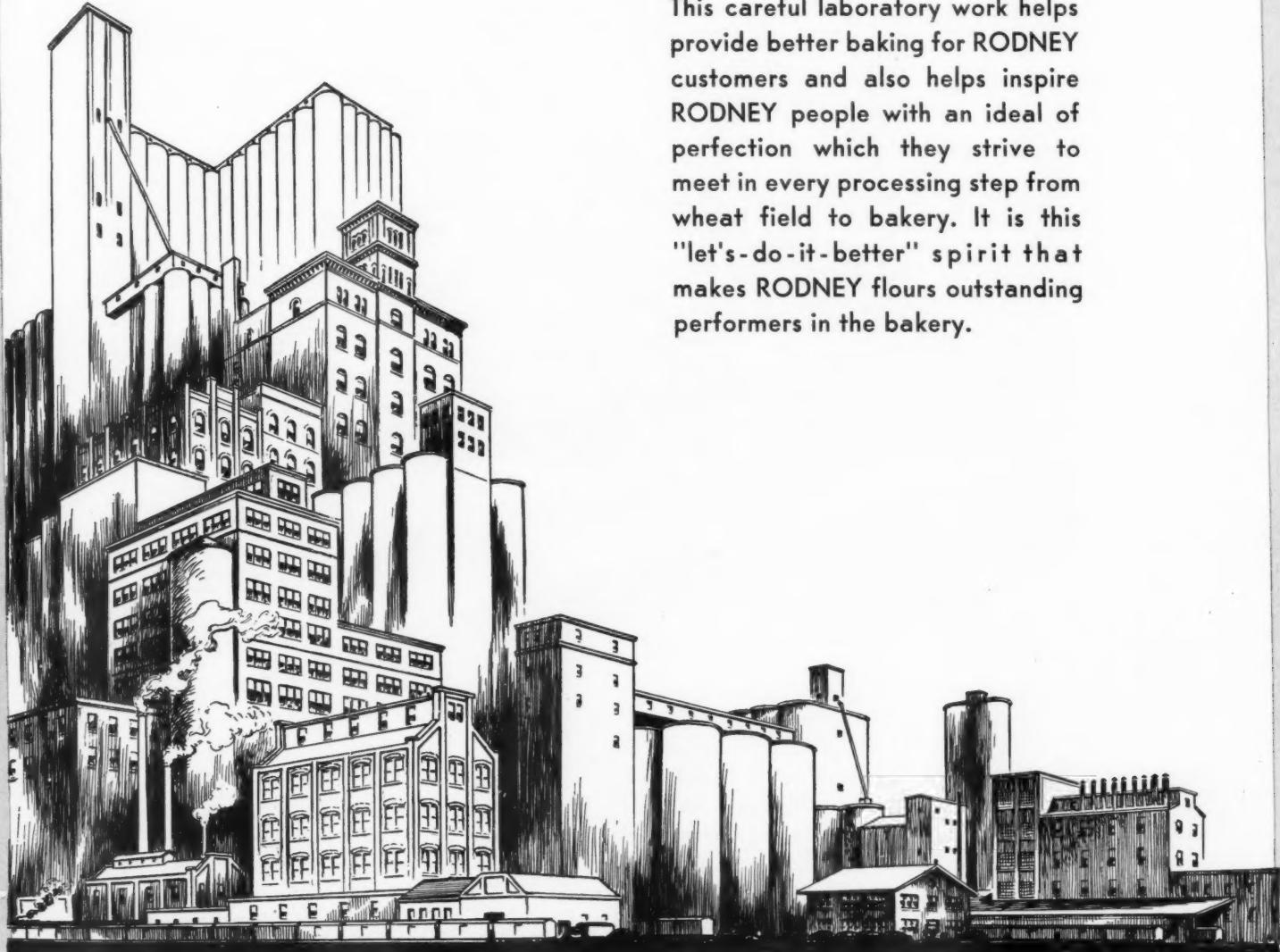
IMCO SPECIAL packs *more volume and better bloom* in your hearth breads and rolls. That's because only the finest high protein wheats are selected to be milled into IMCO SPECIAL. Result: a truly strong flour with great tolerance to meet all your production requirements; tasty, colorful, profitable hearth products with that extra sales punch!

IT'S A FACT: *more of the successful and quality-minded hearth bread and roll bakers use International's IMCO SPECIAL than any other brand.*





The RODNEY laboratories are a busy place. Only by constantly checking and rechecking can the high baking standards of RODNEY flours be consistently maintained. This careful laboratory work helps provide better baking for RODNEY customers and also helps inspire RODNEY people with an ideal of perfection which they strive to meet in every processing step from wheat field to bakery. It is this "let's-do-it-better" spirit that makes RODNEY flours outstanding performers in the bakery.



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Look who's dissatisfied with burning his toast over the campfire in the old-fashioned way! Yes sir, Mr. Camper is making his toast the way he *likes* it . . . the way he has it just about every morning in the year and Mr. Camper, like his family, is accustomed to *enjoy bread every meal* because America's bakers make it so good to eat! Each year more and more of these bakers are finding how convenient it is to rely on Commander-Larabee, as *bakery flour specialists*, for uni-

form, dependable flours of quality . . . month in, month out . . . regardless of season.

If you are not making use of our specialized services, why not send part of your business our way? We'll pay the freight on your phone call or wire . . . and give you the most pleasing product and service you have ever had!



ABA Convention to Provide Varied, Instructive Program Of Topics, Panel Discussions

CHICAGO—E. E. Kelley, Jr., president of the American Bakers Assn., has issued his special invitation for bakers across the land to "prepare for the coming boom in business" by making plans immediately to attend the ABA annual meeting and convention in Chicago Oct. 25-29.

President Kelley's invitation has been issued in a special letter to bakers:

"Major economists agree there is a boom coming," states Mr. Kelley, "and bakers will want to prepare for it by attending meetings and taking part in the discussions that will be held during the annual ABA convention. Branch meetings will be held for wholesale bread, wholesale cake, home service, wholesale pie, multiple unit retail, and retail bakers. Branch chairmen are now at work preparing programs from which you will get many rewarding ideas to use profitably in your business."

"Leading bakers are taking time right now to plan ahead for the money-making days. You, too, will want to cash in on profits during this economic boom—and that is why bakers should make plans now to attend the 1958 ABA convention," said Mr. Kelley.

"To save time and the inconvenience of waiting in line in Chicago, register now," advised Mr. Kelley. "For room reservations write directly to the Hotel Sherman, Clark and Randolph Sts., Chicago 1, Ill. The hotel will confirm reservations."

Mr. Kelley concluded by stating, "With 11,000 new citizen-consumers born every day, there is a new wave of opportunities coming—more people, more jobs, more income, more production, more savings, more research and more needs to be satisfied. This will create new opportunities for everyone. A boom in business means a boom in baking too! Be prepared, please register now."

General Session

Two vital topics—economics and world affairs—will highlight the opening general session on Monday morning, Oct. 27, it was announced by William A. Clemens, Trausch Baking Co., Dubuque, Iowa, ABA chairman.

Dr. Cylvia A. Sorkin, business consultant, analyst and author, St. Louis, will speak on "Would You Hire Yourself?"; while Cornelius Vanderbilt, Jr., world traveler, author and lecturer, New York, will discuss "Behind the News in World Affairs."

The meeting will open with singing of "The Lord's Prayer" and "The National Anthem" by William E. Maier, Maier's Bakery, Inc., Reading, Pa. Andreas F. Reising, president, American Society of Bakery Engineers and manager of Sunrise Bakery, Inc., New Orleans, will talk on "A Message from the Engineers."

President Kelley will speak on "The Road to Progress," and will be followed by Chairman Clemens, whose subject will be "The Coming Boom," factors which can bear out the convention theme.

Dr. Sorkin is a Ph.D. in economics and is a recognized national authority and lecturer on personnel, business and financial management and problems involving human relations.

She served as a member of Secretary of Defense Charles E. Wilson's Defense Advisory Committee and is a former member of the national board of directors of the National Federation of Business and Professional Women's Clubs, Inc.

Wholesale Pies

Pie bakers seeking ways to improve business should attend the joint session of ABA's wholesale pie branch and the National Association of Wholesale Pie Bakers to be held Tuesday, Oct. 28, in the Assembly.

"A well-rounded program has been prepared to aid the pie baker in solving many of his complex problems," stated Oran J. Laymon, Bowie Pies, Inc., Los Angeles, Cal., chairman of the session. "Such subjects as packaging and sales, quality production, and modern pie making machinery will be discussed. The entire program has been designed to be of great benefit to those who take the time to attend."

After the minutes and report of the secretary-treasurer have been given

ALLIEDS PLEDGE CONFERENCE SUPPORT

ATLANTA, GA.—Top officers of the Southern Bakers Allied Assn. have assured full support of their organization to bring out a record attendance at the Southern Bakers Assn. annual production conference scheduled here Sept. 14 through 16. SBA has been given this pledge personally from Leo R. Whidby, Birmingham, Ala., allied president; R. W. Hubner, Greensboro, N. C., vice president, and R. O. Jackson, Atlanta, secretary. The president and secretary have directed letters to each of their members urging support of the production conference and the excellent program that is being prepared for retail and wholesale bakers. The allied tradesmen have their own slogan, too: "See you at the Biltmore Sept. 14, 15 and 16."

by Boyd M. Frazier, manager, Erie-Thomas Pie Co., Toledo, Ohio, Dr. G. M. Dack, director, Food Research Institute, University of Chicago, will report on staphylococcus research.

W. J. Hullinger, vice president and general sales manager, Milprint, Inc., Milwaukee, will speak on "Modern Packaging and Sales." He will be followed by Joseph F. Fasano, manager,

(Turn to **ABA CONVENTION**, page 43)

New Food Additives Law Signed by President

WASHINGTON — The President has signed into law the amendment to the federal Food, Drug and Cosmetics Act which regulates the use of food additives. Passed by Congress as H.R. 13254, the law will be known as the Food Additives Amendment of 1958.

The legislation was enacted with the full blessing of the baking, milling and other food industries, who desired adequate testing of additives intended to be used in food. Formal resolutions have been adopted by food industry trade associations in past years.

The American Bakers Assn., which adopted such a resolution in 1952, has cooperated with other major food industries to develop food additive legislation. The ABA backgrounded the new legislation and the steps leading to it for its membership, and the association's report on the additive amendment is reproduced here.

Purpose of the Legislation

The purpose of the legislation is twofold:

(1) To protect the health of consumers by requiring manufacturers of food additives and food processors to pretest any potentially unsafe substances which are to be added to food; and

(2) To advance food technology by permitting the use of food additives at safe levels.

While the responsible elements of the affected industries traditionally have voluntarily undertaken to pretest food additives, they are willing to assume this responsibility under a statutory mandate. Thus, those elements of industry which in the past have used additives of unknown toxicity without pretesting will in the future under this legislation be required to assume the same duties as the responsible elements have heretofore voluntarily assumed.

Atlanta Prepares For Eighth Annual SBA Conference

ATLANTA, GA.—Members of the Southern Bakers Assn. and allied tradesmen from several states will meet at the Atlanta Biltmore Hotel here Sept. 14, 15 and 16 for their eighth annual production conference.

A preview of the program indicates that SBA will be offering its best conference in history, with subjects ranging from pep talks on better profits to detailed explanations of the latest innovations in production techniques. The emphasis, of course, will be on production, with mention of other related aspects of the bakery operation wherever necessary.

Please turn to page 20 for a special message on the SBA conference from President O. L. Allen and a background story on some of the featured speakers.

The general program follows:

Sunday, Sept. 14

Paul M. Baker, president, Associated Retail Bakers of America, "It's Your Year for Baking"; George Richter, Wesson Oil Co., New Orleans, "The Cookie Corner"; Frank J. Helmer, Linden, N.J., "Better Icings and Toppings for Quality Merchandise"; panel of homemakers, high school students and teachers (moderated by Mrs. Bruce Moran, Atlanta) "What Is Expected of a Retail Baker?"; Ernest Rogers, Atlanta's "Mayor of Peachtree Street," "More Otherwise than Wise."

H. H. McClelland, Standard Brands, Inc., Atlanta, "Danish Dough and Coffee Cake Makeup"; Harmison Hale, General Mills, Inc., Minneapolis; "Sound Off" (a panel of retail bakers discussing problems and opportunities of the retail baker) Bob Gunter, production superintendent, Towne House Doughnut Co., Inc., Asheville, N.C.; Mrs. Arline Maxwell, manager, Davison-Paxon Food Department, Atlanta, and Harry Mutch, Mutch's Bakery, Orangeburg, S.C.

(Turn to **SBA CONFERENCE**, page 50)

ARBA President Urges Early Registration For 1959 Convention, Exhibition

As president of the Associated Retail Bakers of America, it is my pleasant duty to extend to fellow bakers and allied friends an early and pressing invitation to attend the ARBA convention and exhibition at the Sheraton-Park Hotel, Washington, D.C., April 12-15, 1959.

Even though April is several months away, I am extending an "early" invitation to give everyone plenty of time to plan participation in another of our extraordinarily interesting, enjoyable and educational ARBA conventions. If you were among the more than 4,000 bakers and allied tradesmen who helped make the 1958 convention in New York City one of the "biggest and best" we have ever had, or if you were able to take the 1957 suggestion to "follow your dreams to New Orleans," you will agree that I am not exaggerating in describing our recent conventions as "extraordinarily interesting, enjoyable and educational." Moreover, if your memory goes back to 1952, when ARBA last convened in Washington, D.C., you will agree that attending a convention in our country's capital is one of the most thrilling and rewarding experiences in a convention-goer's lifetime.

An exceptionally interesting, educational program is being planned for "The Capital Convention" by Charles J. Schupp, my distinguished predecessor, together with his able and experienced convention committee. Last but not least, the huge exhibit hall of the Sheraton-Park Hotel will offer visiting bakers and allied tradesmen one of the most easily accessible and beautifully displayed arrays of bakery ingredients and equipment ever seen.

The time, the place and the trend point to another record-breaking ARBA "sell-out!" That is why we sincerely suggest that you do your 1959 convention planning early!

PAUL M. BAKER,
Jenny Lee Bakery,
McKees Rock, Pa.

The American Baker



Published Monthly for the
Bakers of America

FRANK W. COOLEY, JR.
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Editorial . . .

The New Food Law

The baking industry is to be congratulated for the part it has played over the past decade in advancing food technology and in recognizing that some of the ingredients made available through technology may not have been fully tested in foods and in widespread use. This ten years of research and cooperation has culminated in the new food additives amendment to the Federal Food, Drug and Cosmetic Act.

A formal resolution adopted several years ago by the American Bakers Assn. recognizes that additives which are to be used in foods should be adequately tested prior to their use in order to protect the health of consumers and to advance this food technology.

As the American Bakers Assn. points out, the concept of safety used in this legislation involves a simple answer to the question: "Does this substance contain anything which might possibly be hazardous to the consumer's health?" Safety requires the reasonable certainty that no harm will result from the proposed use of such an additive, bearing in mind that scientists are agreed it is impossible to establish with complete certainty the absolute harmlessness of any chemical substance.

In addition, there is the cumulative effect of such an additive, combined with the additional and nearly incalculable possibility that such a chemical substance might react with another chemical to cause harm. As the ABA explains, the secretary of health and welfare, in determining the safety of an additive, will have to consider not only the food to which the additive is directly added, but also other foods derived from those foods.

All of the baking industry's wishes in regard to controversy between the government and the food industry were not completely observed—the industry recommended that a food or additive manufacturer should be allowed a substantial right of appeal. The amendment as signed allows findings of fact by the government to be conclusive if supported by any "substantial evidence" in the record. However, the legislators themselves indicated that the federal findings of fact should not be based on isolated evidence, but rather on a fair evaluation of the entire record. In use for some time.

There is little question that the baking industry will continue its policy of cooperation with the Department of Health, Education and Welfare on new ingredients in its products which may be selected for review.

At the same time, the federal standards of identity for bread products have already guaranteed the major portion of the industry a clean bill of health, with the government recognizing the valuable work of the American Institute of Baking, ingredient manufacturers, and the industry itself in helping to protect the health of the consumer.

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Comment . . .

... by Cooley

The baking industry has come out quite well in a report just released by the Agricultural Marketing Service of the U.S. Department of Agriculture, with the government statistics showing that between 1948 and 1957 the labor and related expenses per loaf of bread to the baker have just about tripled, with the retail price going up only 35% in that period. The full report on this place of bread in the food economics picture appears beginning on page 6 of this issue.

The baking industry soft spots continue to show up even in a report of this type, however. Even though the baker wholesale price is up 67%, the consumer should not look askance at the baking industry, since the same report shows that profits of six leading baking companies declined from 4% of sales in 1947-48 to 2.3% in 1956-57.

Even a casual reading of this report will show the baker that something needs to be done about the industry margin of profit. It will be easy to see that while many costs are rising, the most dangerous area is that in which the baker has some degree of control—that is the manufacturing and distribution phases. Of course, it is no secret that the U.S. Department of Agriculture produces material of this kind to show that the farmer's share is declining; that is, that his money from the sale of wheat to be made into flour and soybeans to be made into shortening is decreasing. At the same time the manufacturer of these basic materials is not getting rich, since his margins are approximately the same as they were a decade ago, even in the face of substantially higher costs in everything he does.

There is certainly room for improvement in the labor and distribution picture through increased plant and transportation efficiency. There is also ample meat in this report for baking industry promotion.

It seems as if the American housewife's desire for additional convenience foods, and her awareness of proper diet for nutritional benefit, will continue to be a growing prop for the economy, particularly when you consider that the next ten years will bring an additional 30 million mouths into the market. We can find statistics to show that 29 to 32% of the average family dollar is spent in the grocery store, totaling \$80 billion.

Another warning to the baking industry is found in this comment: *Grocery experts estimate an average of 24 new products is offered to the customer each day. Of late, the baking industry has been doing quite well in adding a variety of products to the limited shelf space afforded it in the nation's supermarkets, but perhaps a closer look at the writing on the wall will spur the industry on in its search for greater variety and higher profits.*

We suppose you have all heard the story about the housewife strolling the supermarket aisles. Her young son came up carrying a brightly colored package:

"No, Tommy, we don't want that," the mother said. "It has to be cooked."

Thanks for reading. See you next month.

Frank Cooley

Pillsbury Drops "Mills" From Name

MINNEAPOLIS — Pillsbury Mills, Inc., has dropped the "Mills" from its name and become the Pillsbury Co. Stockholders at the company's annual meeting in Minneapolis approved the name change after hearing the company's broad plans for greater product diversification and increased expenditures for research and expansion.

"The word 'Mills' is restrictive," stockholders were told. "Our concept of Pillsbury is a corporation expanding in many directions. Under our new name we can become a company producing and marketing numerous products both within and without the food industry, for both industrial and consumer markets."

Following the best year in company history, Paul S. Gerot, president, reported that sales, revenue and earnings for the first three months of fiscal 1959 increased over the same period last year.

New members of the company's board of directors include J. Cameron Thomson, chairman of the board of Northwest Bancorporation, Minneapolis; John S. Pillsbury, Jr., president of Northwestern National Life Insurance Co., Minneapolis, and two Pillsbury vice presidents, James L. Rankin, human relations, and John P. Snyder, Jr., production.

John S. Pillsbury, Sr., who has been associated with the company since 1900, will retire from the board of directors, but continue on as honorary chairman of the board.

Ben J. Greer, executive vice president, reported on industrial products. Pillsbury's turbo milling operation at Enid, Okla., he said, has been producing high quality bread flour for the bakery trade at a capacity rate for the past several months. A turbo milling cake flour operation at Springfield, Ill., has also been well received by bakers.

BREAD IS THE STAFF OF LIFE

American Bakeries Co. Reports Decline In Net Earnings

CHICAGO — American Bakeries Co. has reported net earnings before federal income taxes of \$5,047,737 for the 28 weeks ending July 12, compared with \$6,204,081 in the same period of 1957. Net earnings after deduction of federal income taxes amounted to \$2,507,622 for the stated period of this year, against \$3,040,000 last year.

Net earnings on each share of common stock, after provision for preferred stock dividends, amounted to \$1.48 on the 1,601,596 common shares outstanding. A year ago American Bakeries declared a dividend of \$1.82 on 1,596,225 outstanding shares of common stock at the end of the comparable 28-week period.

The company has issued similar information about earnings for the shorter, 12-week period which ended July 12. Net earnings before federal income taxes were \$2,282,092, compared with \$2,813,672 for the corresponding 12 weeks of 1957. Net earnings after federal income taxes were \$1,152,456, compared with \$1,378,700 a year ago. Net earnings on common stock, after provision for preferred dividends, were 68¢ a share, compared with 83¢ in 1957.

Alabama Colonels . . .



Lewis G. Graeves



Claude R. Stratton

Appointed honorary colonels on the staff of Gov. James E. Folsom of Alabama are Lewis G. Graeves, president and general manager of the Charles Schneider Baking Co., Washington, D.C. and Claude R. Stratton, Pillsbury Mills, Inc., Alexandria, Va. Col. Graeves, already the recipient of many honors bestowed upon him by the milling and baking industries, received his commission personally signed by Gov. Folsom, as did Col.

Stratton. Maybe next for Col. Graeves will be an appointment as Admiral, for he has just acquired a new boat. Other gallant honorary colonels of Alabama include such distinguished trade figures as Victor Marx, secretary-treasurer, American Society of Bakery Engineers; William F. Gosadge, secretary-treasurer, Grocers Baking Co., Louisville, and Henry P. Montminy, Chicago Metallic Mfg. Co., Arlington, Mass.

Continental Baking Increases Dividend, Reassigns Officers

RYE, N.Y. — Directors of Continental Baking Co. have voted to increase the dividend on common stock from 50 to 55¢ a quarter, and to redeem all 3 1/2% subordinated debentures of 1980. In addition, the directors made several new important executive assignments and instructed the officers of the company to study the feasibility of calling the remaining shares of \$5.50 dividend cumulative preferred stock.

The first increased dividend will be paid on Oct. 1, 1958, to stockholders of record at the close of business Sept. 12, 1958. The debentures will be redeemed on Oct. 1, 1958, at 104 1/4% of the principal amount, plus accrued interest which will amount to \$3.03 a debenture. Coupons due Sept. 1, 1958, will be paid in regular course on presentation.

Until the close of business on Oct. 1, 1958, the debentures may be converted into common stock at \$34.85 a share. This is \$3.65 below the current price of \$38.50 a share. The value of the privilege is reflected in a price of 109 1/2% for the debentures. Fractions of shares will be paid for at the latest closing price for the common stock on the New York Stock Exchange prior to the date of conversion.

The common dividend payable Oct. 1, 1958, will be paid on all shares issued upon conversion of debentures which are surrendered for conversion on or before Sept. 12, but will not be payable on shares issued in respect of conversions after that date.

There are presently 128,000 shares of the \$5.50 dividend preferred outstanding. At the redemption price of 105, retirement would require \$13,-

440,000 plus a maximum of \$176,000 for accrued dividends. A director said, if the project were undertaken, the necessary funds in addition to the treasury cash would be raised by a new debenture issue.

New executive appointments are: B. Glenn MacNary, vice president, to executive vice president; Cedric Seaman, vice president, to vice president in charge of merchandising; John F. Runyon, to vice president in charge of bread sales; Hollie H. Sims, to vice president in charge of operations; Arthur G. Hessel, to vice president in charge of purchasing.

BREAD IS THE STAFF OF LIFE

Interstate Shows Drop in Earnings

KANSAS CITY — Interstate Bakeries Corp. has reported earnings of \$1,914,494, or \$1.80 share, during the first 28 weeks of 1958. This compared with earnings of \$2,122,618, or \$2.01 a share, for the corresponding period of 1957.

Net sales for the first half of the year, in contrast with earnings, reached a record of \$62,537,552, up from \$60,474,498 for the comparable period of last year.

For the second quarter, Interstate earned \$986,820, or 95¢ share, compared with \$1,083,536, or \$1.04 share, for the second quarter of 1957.

Second quarter sales amounted to \$27,591,188, compared with \$26,786,018 for the corresponding quarter of last year.

BREAD IS THE STAFF OF LIFE

NEW AGENCY ACCOUNT

NEW YORK — Standard Brands, Inc., has appointed Marketing and Advertising Associates, Philadelphia, Pa., to handle advertising for its Fleischmann Division effective Oct. 1. According to Harry W. Green, vice president in charge of the division, the newly appointed agency will be responsible for advertising all products sold to bakeries and institutions.

Ward Baking Co. Defers Dividend, Elects Director

NEW YORK — Ward Baking Co. directors, in a recent meeting, took no action on a common stock dividend for the current quarter. The regular quarterly dividend of 25¢ was paid in July, making a total of 50¢ paid to date this year. At the same meeting, one new director was elected to the board.

Although Ward's net sales showed an increase of about 1% over the first half of 1957, R. A. Jackson, president, explained that "earnings were below the dividend rate, and it seemed prudent to preserve cash for the company's extensive modernization program which was started last fall." (1957 first half net sales: \$53,867,820; first half 1958: \$54,391,375.)

As part of this program, directors reported the successful inauguration of Ward's newly-acquired bakery in Springfield, Mass., which largely replaces the company's Boston plant at which operations were discontinued on July 5 because it had ceased to be profitable.

Mr. Jackson simultaneously announced plans for the installation of bulk flour-handling facilities in New York, Baltimore and Youngstown, extending this phase of the modernization program to 10 of the company's 21 operating bakeries.

Mr. Jackson also explained that a large percentage of the company's sales are concentrated in industrial areas which were hit by the recession, thereby increasing sales costs and returns.

C. George Krogness, Jr., management advisor to many corporations in the U.S. and South America, was elected a director of Ward Baking at the directors' meeting. Mr. Krogness is a vice president of Robert Heller & Associates, management engineers and consultants, Cleveland. He had been in the food field with Standard Brands, Inc., prior to 1943, when he joined Heller & Associates.

He is a graduate of Harvard College and the Harvard Graduate School of Business Administration.

BREAD IS THE STAFF OF LIFE

New Slide Film Will Be Premiered At AIB Annual Meeting

CHICAGO — The American Institute of Baking has announced that the premiere of its sound slide film will be the feature of the institute's annual meeting at 3 p.m., Monday, Oct. 27.

Produced by Kling Studios, the 138-slide film tells the story of AIB's activities in education, research and service. Running time is approximately 35 minutes, and all slides were shot in color.

Howard O. Hunter, institute president, will present the new film after the treasurer's report and reports on elections to the board of directors and on election of officers and executive committee.

Immediately following the showing of the film, A. R. Fleischmann and Daniel J. Uhrig, cochairmen of the new institute membership program, will present the program. Louis E. Caster, AIB chairman, will preside over the meeting. Refreshments will be served at the conclusion of the program.

Spread Between Farm Value And Retail Bread Price Grows Wider, USDA Survey Shows

WASHINGTON — The study of "Marketing Margins for White Bread" is a revision of previous studies of the USDA, prepared by Richard H. Long and V. John Brensike, agricultural economists in the market research division of the AMS.

The average American eats less bread today than he did a generation ago; yet bread still accounts for a larger part of the average family's expenditures for food than most other individual products, the report says.

During the last 10 years the retail price of a pound loaf of bread rose by more than a third. The farm value of the farm-produced ingredients declined slightly, but the spread between the farm value and the retail price widened by nearly 50%. Most of this increase was in the baker-wholesaler gross margin, although the retail gross margin also increased. The mill gross margin remained stable.

The data presented in this article are not comparable with those published in the January, 1955 issue of The Marketing and Transportation Situation, (MTS-116), or in "Market-

ing Margins for Bread," Misc. Pub. 712, Mar. 1956. Minor changes have been made in the ingredient formula. Some series have been revised by adjusting them to levels given in the 1954 Census of Manufactures. Also a series of wholesale prices are presented for the first time, the authors point out.

Each year of the past decade has brought a higher retail price for white bread (Table 8). Between 1948 and 1957, the U.S. annual average retail price for a 1-lb. loaf of white pan bread rose from 13.9¢ to 18.8¢, an increase of 35%.

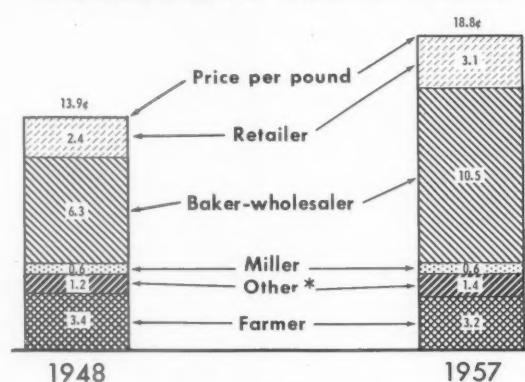
Bread Price Trails Wages

The retail price of bread increased less rapidly than the general level of wages. In 1957, one hour of factory labor could purchase 11 1-lb. loaves of white bread in contrast to 9.7 loaves in 1948.

The farm-retail margin in 1957 was about 50% wider than the 1948 margin—it increased from 10.5¢ in 1948 to 15.6¢ last year. The farm-retail margin is described by the authors as the difference between the retail

Where It Goes

CONSUMER'S BREAD PRICE



U. S. DEPARTMENT OF AGRICULTURE

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price of a 1-lb. loaf of white bread and the value of all the farm-produced ingredients used in bread.

During this period, the value of all farm-produced ingredients used in the baking of this bread declined slightly from 3.4¢ in 1948 to 3.2¢ in 1957. However, charges for services performed by the marketing system increased.

The wheat production and white bread marketing system is composed of five segments: (1) The farm producer, (2) transportation, handling, and storage agencies, and the processing agencies which produce the ingredients other than flour used in baking bread, (3) the miller, (4) the baker-wholesaler, and (5) the retailer. Each segment plays a part in supplying bread and each receives a payment that will ultimately be made by the consumer.

Baker-Wholesale Margin Widening

During the last decade, 4.2¢ or 86% of the 4.9¢ increase in the retail price of a 1-lb. loaf has occurred at the baker-wholesale level. In 1957 the baker-wholesale margin accounted for 10.5¢ or 56% of the 18.8¢ retail price (Table 8).

The baker-wholesale margin or price spread is the difference between

the wholesale price of white bread paid by the retailer and the cost to the baker of all of the ingredients. In calculating this spread it was assumed that the bread moved through the baker-wholesale and retail channel—the predominant method of distribution. The usual baker-wholesale operation, which is assumed in this

EDITOR'S NOTE: The spread between farm value and retail price of bread has increased by nearly 50% in the past 10 years, a study by the Agricultural Marketing Service of the U.S. Department of Agriculture shows. The retail gross margin also increased, although the flour miller's margin remained exactly where it was 10 years ago.

report, is predominantly a driver salesmen operation and includes retail display and other services.

(For retail and house-to-house bakeries the combined baker-wholesale and retail price spread has more meaning. For chain stores the total of these two spreads also has more meaning since their operation approaches a drop delivery service.)

The services performed by the bak-

Table 8.—White pan bread: Estimated retail and wholesale prices of a pound loaf, retailer, baker-wholesaler and miller gross margins, estimated farm value of ingredients, and farmer's share of retail price, annual 1947-57, quarterly 1957 1/

Year and quarter	Cost to baker: Mill 1/										Farmer's share		
	Whole 2/	Retail 3/	Retail 4/	Wholesale 5/	Farmer 6/	Farmer 7/	Mill 8/	Wholesale 9/	Farmer 10/	Farmer 11/	Farmer 12/		
Cts.	Cts.	Cts.	Cts.	Cts.	Cts.	Cts.	Cts.	Cts.	Cts.	Cts.	Cts.		
1947	12.5	1.9	10.6	5.1	5.5	3.9	3.8	.7	3.1	3.0	3.7	.24	30
1948	13.9	2.4	11.5	6.3	5.2	3.5	3.4	.6	2.8	2.6	3.4	.19	24
1949	14.0	2.8	11.2	6.6	4.6	3.2	3.1	.5	2.6	2.4	2.9	.17	21
1950	14.3	2.7	11.6	6.9	4.7	3.4	3.3	.6	2.7	2.5	3.0	.17	21
1951	15.7	2.7	13.0	7.8	5.2	3.6	3.4	.6	2.8	2.6	3.3	.17	21
1952	16.0	3.0	13.0	8.1	4.9	3.5	3.4	.6	2.8	2.6	3.2	.16	20
1953	16.4	2.9	13.5	8.4	5.1	3.7	3.5	.6	2.9	2.5	3.1	.15	19
1954	17.1	2.7	14.4	8.9	5.5	4.0	3.8	.6	3.2	2.7	3.3	.16	19
1955	17.5	2.6	14.9	9.6	5.3	3.9	3.7	.6	3.1	2.7	3.2	.15	18
1956	17.9	2.6	15.3	10.1	5.2	3.7	3.6	.6	3.0	2.6	3.2	.15	18
1957 12/	18.8	3.1	15.7	10.5	5.2	3.7	3.6	.6	3.0	2.6	3.2	.14	17
1957													
Jan.-Mar.	18.5	2.9	15.6	10.4	5.2	3.7	3.6	.6	3.0	2.7	3.9	.15	18
Apr.-June	18.6	3.1	15.7	10.5	5.2	3.7	3.6	.6	3.0	2.6	3.2	.14	17
July-Sept.	18.9	3.2	15.7	10.5	5.2	3.7	3.5	.6	2.9	2.5	3.1	.13	16
Oct.-Dec.	19.0	3.3	15.7	10.5	5.2	3.7	3.5	.5	3.0	2.6	3.2	.14	17
1958													
Jan.-Mar.	19.1	3.2	15.9	10.7	5.2	3.7	3.5	.6	2.9	2.6	3.2	.14	17
Apr.-June 12/ ..	19.2	3.3	15.9	10.8	5.1	3.6	3.4	.5	2.9	2.5	3.0	.13	16

1/ The retail price, farm value, and farm-retail spread or marketing margin for the years 1919-56 were published in "Farm-Retail Spreads for Food Products," U. S. Dept. of Agr., Misc. Pub. 741, Nov. 1957, p. 127. Comparable data for the other series in the table are not available for the years before 1947.

2/ Average of retail prices in urban areas reported by BLS, with adjustments for 1954 and 1955.

3/ Spread between retail and wholesale prices.

4/ Derived from prices published by the BLS and trade data.

5/ Spread between wholesale price and cost to the baker of all ingredients.

6/ Cost of flour, shortening, nonfat dry milk, sugar, and other ingredients in a pound of bread, adjusted to level of cost to bakers as reported in the Census of Manufacturers.

7/ Weighted average wholesale value of 0.641 lb. of several types of bread flour in 5 markets, adjusted to the level of cost to baker as reported in the Census of Manufacturers.

8/ Weighted average wholesale value of 0.641 lb. of several types of bread flour in 5 markets, adjusted to mill sales level as reported in the Census of Manufacturers.

9/ Between cost of wheat to miller and sales value of flour.

10/ Weighted average wholesale value of 0.894 lb. of major classes and grades of wheat used for milling bread flour, adjusted to level of cost to miller as reported in the Census of Manufacturers, and further adjusted to eliminate imputed value of millfeed byproducts.

11/ Payment to farmers for 0.894 lb. of wheat less imputed value of millfeed byproducts, based on average price received by farmers for all wheat.

12/ Value at prices received by farmers, less byproduct allowances, for the quantity of wheat and other farm products yielding ingredients used in a pound loaf of white bread.

13/ Preliminary.

Table 9.—Costs, profits, and the baker-wholesale margin for a 1-pound loaf of white bread, 18 multiplant and 18 single-plant wholesale baking companies, 1945, 1950, 1955 and 1957 1/

Item	18 Multiplant companies				18 Single-plant companies			
	1945	1950	1955	1957	1945	1950	1955	1957
	Cents	Cents	Cents	Cents	Cents	Cents	Cents	Cents
Wages and salaries	1.91	3.45	4.66	5.1	2.99	4.04	5.1	5.1
Fringe benefits to employees02	.04	.19	.13	.05	.10	.13	.14
Social security taxes04	.08	.10	.10	.03	.07	.10	.10
Compensation of officers02	.04	.06	.05	.15	.20	.25	.25
Packaging and wrapping material38	.72	1.01	.41	.83	1.11	1.11	1.11
Delivery expense other than wages and salaries29	.48	.71	.34	.61	.88	.88	.89
Cost of bakery products bought for resale01	.02	.04	.12	.20	.30	.30	.30
Advertising and promotion18	.28	.54	.13	.32	.42	.42	.42
Taxes, other than social security, income and excess profits06	.10	.11	.04	.06	.10	.10	.10
Depreciation allowance10	.24	.33	.27	.38			
Items not specified33	.53	.74	.45	.73	1.04		
Income and excess profits33	.46	.56	.14	.26	.23		
Net profits (after taxes)22	.55	.51	.19	.38	.19		
Total margin	3.89	6.99	9.56	3.77	7.02	9.17	10.5	

1/ Calculated from data given in "Cost and Margin Trends in the Baking Industry," a Staff Report to the Senate Committee on Agriculture and Forestry, May 1, 1957. In this calculation the costs of ingredients used in bread were excluded in order to make the margin comparable with the concept used by the Agr. Market. Serv.

2/ Estimated by the Agr. Market. Serv.

TABLE 10—Hourly Earnings of Bread and Other Bakery Products Employees, Annual Average 1951-1957*

Year	Actual earnings including overtime	Index (1951=100)
1951	1.43	100
1952	1.52	106
1953	1.60	112
1954	1.68	117
1955	1.75	122
1956	1.84	129
1957	1.92	134

*Preliminary.

Bureau of Labor Statistics, Employment and Earnings.

er-wholesaler are varied. They generally can be divided into three main groups: (1) Prebaking operations, (2) baking, and (3) operations performed after baking.

Costs of Baking Increase

After baking, the loaves are allowed to cool either naturally or in air-conditioned chambers. The bread is then sliced and wrapped, often by a continuous machine operation. Other services performed at the bakery are handling, selling, and delivery of the finished product. Delivery, in most instances, includes retail stocking, display, and other services. Each of the baking operations contributes to the size of the baker-wholesaler margin. In recent years, costs of baking have increased (Table 9).

Increases in wages and salaries, since they are the largest item of expense, accounted for the major part of the growth in the baker-wholesaler margin. Other cost items increased almost proportionately; wages and salaries amounted to 46% of the margin in 1945 and 49% in 1957. It is estimated that in 1957 a little over 5¢ of the margin of 10.5¢ was used to pay wages and salaries. Roughly an additional 0.3¢ was used to pay fringe benefits and social security taxes. In total, labor and related expenses per loaf have just about tripled since 1945 (Table 9).

Between 1951 and 1957 average hourly earnings for bakery employees rose from \$1.43 to \$1.92 (Table 10). Indirect labor payments in the form of fringe benefits and social security taxes also made marked advances and in 1957 probably amounted to more than five times the 1945 level (Table 9). Dollar sales of the industry also increased markedly. Consequently, the cost of labor as a percentage of sales has shown only a slight increase while man-hours worked per dollar of sales have decreased.

The quantity of bread produced per man-hour of labor appears to have decreased substantially between 1945 and 1955, according to estimates based on data given in Table 9 and the 1954 Census of Manufactures. Decreases in output per man-hour in the nonproduction worker category seem to have caused this decline in efficiency, the USDA experts state. They define nonproduction workers as those employees who do sales, ad-

ministrative, professional and clerical work.

The output of bread per man-hour of production labor increased about 3% from 1947 to 1954, according to an analysis of census data made by the AMS.

In part, this rise in labor costs per loaf was due to rising wage rates, fringe benefits, and commissions paid to delivery and other nonproduction employees, the report states.

The authors feel that the volume of bread distributed per route is even more important; this volume had been increasing before 1945, but had declined 28% by 1953, according to Charles C. Slater in his work, "Baking in America." The growth of "drop day" and "swing man" operations probably has further accentuated this problem, the AMS writers say.

Wages Up 63%

As a result, with roughly comparable total physical volume, the wages and salaries of nonproduction workers in the Census of Manufactures increased 63% from 1947 to 1954.

Other bakery costs per loaf also have risen. Some have more than tripled since 1945. For instance, the combined costs of advertising and promotion and of bakery products bought for resale are more than three times what they were in 1945. It appears that packaging and wrapping materials also have risen in about the same proportion. Delivery expense, other than wages and salaries, has more than doubled, and other items have shown gains of 100% or more.

Profits (after taxes) per loaf for these baker-wholesalers were about twice as high in 1950 as in 1945. In 1955 they had decreased slightly in the multi-plant bakeries and dropped back to the 1945 level in the single-unit bakeries (Table 9).

Profits (after taxes) of six leading baking companies declined from approximately 4% of sales in 1947 and 1948 to 2.3% of sales in 1956 and 1957 (Table 11). Labor, the largest cost item, increased from about 31.7% of sales in 1945 to about 34.7% of sales in 1955 for the companies for which data are given in Table 9. Profits (after taxes) of these six leading baking companies decreased from a high of 21.9% of stockholder equity in 1948 to a level of about 11% during the 1954-57 period.

Retail Margin Widens Slightly

The retail margin, the difference between the retail price and the wholesale price paid by retail stores, rose from 2.4¢ in 1948 to 3.1¢ in 1957. This 29% increase is far less than the 67% rise in the baker-wholesaler margin. Though the retail margin increased in cents per loaf, it gradually decreased as a percentage of the retail price. Retail prices of white bread changed more frequently than

TABLE 12—"New" and "Old" White Bread Formulas

Ingredients	New formula Per loaf of bread Pounds	Old formula Per loaf of bread Pounds
Flour	.6410	.6494
Shortening	.0224	.0182
Milk solids, non-fat	.0231	.0144
Sugar	.0481	.0279
Yeast	.0160	.0114
Salt	.0128	.0130
Mold inhibitor	.0013	...
Yeast food	.0046	.0031
Malt extract0021
Mineral yeast0021

*Lard.

†Lard and vegetable shortening.

the wholesale prices. This was partly responsible for fluctuations in the retail margin.

The margin retained by the retailer is for services which he performs in providing display space, light, heat, check out, delivery, credit, and other services and customer conveniences. In addition the retailer may also be responsible for physically making the displays. In recent years, the baker-wholesaler has sometimes assumed duties previously performed by the retailer, thereby lessening the necessity of a wider retail margin.

Flour Mill Margin Steady

Mill marketing margins for the flour included in a 1-lb. loaf of white bread remained at 0.6¢ during the last 10 years, except in 1949 when it dropped to 0.5¢. From this margin, the miller must pay all of the expenses arising from the conversion of wheat into white flour and obtain his profit. In addition to actual milling costs, the miller bears the costs of maintaining storage facilities for incoming wheat and outbound flour shipments. Packaging materials for shipment of flour are another expense item in the miller's margin.

Labor is a less important factor in milling than in baking. Consequently, increases in labor costs have less impact in the milling industry, the authors state. According to the Census of Manufactures, payrolls in the bread and related products industries accounted for 32% of the value of shipments in 1954, compared with only 6% in the flour and meal industry.

Consequently, although average hourly earnings in the mill rose from \$1.24 in 1948 to \$2.02 in 1957, this increase apparently had little effect on the margin. Value of shipments per man-hour of production labor in the 1954 Census of Manufactures increased nearly 15% from 1947 figures while flour prices remained relatively stable. Millers perhaps have been able to increase the value of shipments per man-hour because of the trend toward bulk handling and other efficiencies in the use of labor, it is surmised.

Transportation & Storage Up Slightly

Transportation, storage, and handling of grain and other ingredients, and processing charges for ingredients other than flour totaled about 1.4¢ in 1957 or 0.2¢ more than in 1948. Approximately two-thirds of

these charges involved the services rendered in processing, transporting, storing, and distributing the bread ingredients other than flour. The other one-third covers the services rendered in (1) handling, storing, and transporting the wheat equivalent as it moves from the farm to the flour mill, and (2) any additional service performed, primarily transportation, as the flour moves from the mill to the bakery.

Although there have been slight fluctuations, these transportation, storage, handling, and other processing charges in the aggregate have tended upward over the years. Currently, they amount to a little more than 7% of the retail price of a 1-lb. loaf of white bread.

Farm Value Declines Slightly

In 1957 the farmer received 3.2¢ for all farm-produced ingredients, compared with 3.4¢ in 1948. The low for the period occurred in 1949 when the farm value of all ingredients was 2.9¢. The farm value of all ingredients dropped from 24.5% of the retail price in 1948 to 20% in 1952, and to 17% in 1957.

The farm value of the wheat in a 1-lb. loaf of white bread was 2.6¢ in 1957, the same as in 1948. The year 1949 saw the lowest farm value of wheat for the period at 2.4¢ while 1954 and 1955 brought the high of 2.7¢. Changes in farm prices since 1948 have had no significant effect on the retail price. This is also true of the farm value of all ingredients, the study shows.

While the farm value of the wheat changed little as the retail price increased, it has constantly taken a smaller percentage of the retail price. It declined from 19% of the retail price in 1948 to 14% in 1957.

Bread Formula Changes

The ingredient formula for white bread used in previous margins studies has been replaced by a more modern formula. This new formula was derived from data received from an industry survey made in connection with the staff report to the Senate Committee on Agriculture and Forestry, entitled "Cost and Margin Trends in the Baking Industry," May, 1957. The "new" white bread formula is based on the formulas submitted by the baking establishments cooperating in this survey and on suggestions made by the American Institute of Baking (Table 12).

No series of wholesale prices comparable with the averages of retail prices collected by the Bureau of Labor Statistics in 46 cities was available. The Agricultural Marketing Service derived such a series from (1) retail and wholesale prices of bread during 1955-57 in 46 cities, obtained from a quarterly survey conducted by a private concern, and (2) wholesale price indexes published by

(Turn to BREAD PRICES, page 50)

Table 11.—Sales and profits of six baking companies, 1947-57

Year ended December 31	Sales	Total		Net income as a percentage of sales	
		Before taxes	After taxes	Before taxes	After taxes
		1,000 dollars	1,000 dollars	Percent	Percent
1947	483,151	28,796	17,615	6.0	3.6
1948	526,695	39,815	24,494	7.6	4.7
1949	504,548	30,908	19,316	6.1	3.8
1950	524,548	34,192	19,576	6.5	3.7
1951	568,783	32,057	15,606	5.6	2.7
1952	589,875	32,832	15,938	5.6	2.7
1953	620,018	33,371	16,339	5.3	2.6
1954	639,259	29,325	14,701	4.6	2.3
1955	687,790	36,616	17,933	5.3	2.6
1956	752,798	36,265	17,096	4.8	2.3
1957	801,381	38,463	18,373	4.8	2.3

Compiled from Moody's Industrials.

Table 13.—Comparison of ingredient costs per loaf from the AMS price spread analysis and Senate Committee Survey

Year	Ingredient cost	Estimated ingredient cost	
		16 multiplant bakeries	18 single unit bakeries : wholesale bakeries
1945	2.9	2.9	3.0
1948	5.2	4.6	4.6
1949	4.6	5.2	5.2
1950	4.7	4.9	5.1
1951	5.2	5.1	5.1
1952	4.9	5.0	5.1
1953	5.1	5.5	5.6
1954	5.5	5.4	5.7
1955	5.3	5.2	5.7
1956	5.2	5.3	5.7
1957	5.2	5.2	5.7

Flour Market

Flour Buyers Active During August

By KENNETH WAKERSHAUSER
American Baker Staff

AUGUST was a month of active flour buying, principally spring wheat bakery types, some hard winters and a little soft wheat flour. Aggressive buying occurred the first few days of the month and again at the beginning of the final week. Purchases were estimated at 5 to 8 million sacks. Prices moved up after Labor Day, and by Sept. 10 purchases of flour across the country had dropped back to a low level.

Hard winter wheat flour buyers are now booked into early 1959 and not likely to come into the market soon. Soft wheat flour buyers are in a similar situation. Users of springs, although active buyers in August, still have room for more. Some bakery plants were being supplied on a price-date-of-shipment basis as of Sept. 10, leaving room for more large-scale purchases. Some buyers of springs are booked a full 120 days, others only 30 to 60 days ahead, reflecting the cautious, spotty pattern that has characterized purchases so far in the new crop year.

Spring wheat flour purchases occurred the last couple days of July, the first few days of August, and intermittently through Aug. 11 as new crop offerings of wheat sent cash grain prices sharply downward, pulling flour quotations as much as 70¢ below the peak levels of early June. Buyers, confronted on the one hand with bargain prices, and on the other by the possibility of even lower levels to come, purchased cautiously. By the end of the second week in August 3 to 3.5 million sacks of spring wheat bakery flours had been booked.

Record Production Still Bearish Factor

The 1958 estimated wheat outturn was revised upward again in August, to 1,420,750,000 bu. (the July estimate was 1,130 million bushels). This—despite the high rate of loan impoundings—probably represents the greatest potential price pressure in the markets. Most bakers, except some users of springs, are fairly well supplied with flour until the end of 1958, and in a favorable position to watch for price changes as a result of this high production. The record figure of 1,420,750,000 bu. wheat includes a surplus of approximately 475 million bushels after removal of required amounts for the various categories of domestic and export consumption. As of late July, the U.S. Department of Agriculture had estimated that almost 107 million bushels were under government loan. By contrast, barely 6.5 million bushels were tied up in loans to the last week in July of last year.

Bakery Buyers Await Lower Prices

Flour buyers retreated Aug. 15 to await even lower levels on springs, and the market was quiet until Aug. 25. During the interim, several factors developed, all tending to strengthen prices, rather than to weaken them.

Flour mills were confronted with

considerably weaker millfeed quotations and the need to protect losses with firmer flour prices. Grain elevator operators went on strike at Minneapolis and Duluth, with resulting rail embargoes which cut off new spring wheat offerings at the peak of the harvest.

A similar strike threatened operations at Buffalo, causing a diversion of buying to other areas even though the walkout did not occur. The formation of war clouds over the Far East also stimulated buying.

As a result, spring wheat flour prices moved up 10¢ Aug. 25 and buying commenced again. Chain and independent bakeries extended their holdings of spring types another 60 to 90 days, with total purchases estimated at 2 million sacks before August closed.

The crisis in the Formosa area was also credited with stimulating a fair amount of hard winter wheat flour buying early in the last week of August. Chains and independent bakeries extended their hard winter wheat flour supplies 30 to 60 days, filling many buyers as far ahead as January.

August Flour Prices Show Mixed Trends

Hard winter wheat flour prices were steady throughout August, varying no more than 10¢ at any time. The scarcity of cash wheat, despite the record size of the crop, and the well supplied position of most bakery buyers accounted for the steadiness.

Spring wheat flour prices, by contrast, ranged widely. Price pressure stemmed from the new crop harvest, the grain handlers' strike and the extremely varied cash wheat situation at different times during the month. Spring wheat premiums and flour prices came down swiftly the first few days of August as new crop arrivals moved into major terminals. The downturn was aided by a sharp upward revision of the spring wheat crop estimate Aug. 1 as the harvest

began to come in under vastly improved weather conditions.

By Aug. 25 the trend in the spring wheat mills area was going the other way. Prospects of settlement of the grain handlers' strike—and renewed grain movements—severe losses in millfeeds, movement of spring wheat into government support programs, and the Far East crisis, all tended to strengthen wheat and flour prices. As of Sept. 10, however, reports of higher spring wheat outturn had softened prices again.

By Sept. 1, spring wheat flour prices had regained 20 to 25¢ over levels of mid-August. Flour buying subsided, and by Sept. 10 there was a marked stability to prices, but at levels higher than bakers cared to pay.

Cash Wheat Prices Show Mixed Trends

Cash wheat prices at Minneapolis dropped 11¢ between the first week in August and Sept. 10, reflecting the remarkable improvement in spring wheat outturn made just prior to the harvest. By Sept. 10 the decline was being aided by bearish estimates of even greater spring wheat production. At Kansas City, by contrast, cash wheat prices climbed 5¢ between early August and the second week in September, reflecting the extremely tight marketing situation.

The paradox of a hard winter wheat scarcity and strong cash prices in a season of record production is explained by the high rate of government loan impoundings in the Southwest. As of the start of the second week in September, "free" market cash wheat prices at Kansas City had climbed closer to the loan level. It will take another healthy rise to draw Southwest wheat into "free" market channels, however. With the major portion of the Southwest crop apparently going under loan, it does not indicate lower flour prices at the present time. There is a possibility of ineligible wheat coming to market later in the year—wheat grown on acreages not eligible for govern-

ment storage. This wheat, it is generally agreed, is in strong hands, meaning that growers will not release it in a manner designed to hurt their own price position. There is no restriction except the economics of marketing, however, to bar them from disposing of this wheat.

Record Carryover Of Wheat Indicated

The predicted carryover of wheat between July 1, 1958, and June 30, 1959, will probably reach an all-time high, according to the most recent estimates of USDA. Indications are that the carryover this season will probably be in the neighborhood of 420 million bushels. This could push the carryover as of next June 30 to more than 1.3 billion bushels. Although far too early to predict closely, the initial conditions under which wheat planting was beginning in the Southwest Sept. 10 were ideal for achieving the record carryover. Soil moisture was ample and planting conditions ideal.

Stock Market

THE NEW YORK STOCK EXCHANGE

Quotations on baking, milling and allied stocks listed on the New York Stock Exchange:

	Aug. Sept.	1958	1958
	29, 5	High	Low
Am. Cyanamid	52 1/2	39 1/2	49 1/2
A-D-M Co.	34 1/2	29	34 1/2
Borden	73 3/4	60 1/2	73 1/4
Cont. Baking Co.	40 1/2	27 3/4	38 1/2
Pfd. \$5.50	106	99	105
Corn Pr. Ref. Co.	45 1/2	33 1/2	44 1/2
Pfd. \$7	175 1/2	159	173
Gen. Baking Co.	12	9 1/2	11 1/2
Pfd. \$8	141	125	139
Gen. Foods Corp.	70 3/4	48	69
Gen. Mills, Inc.	85	60 1/2	83 1/2
Pfd. 5%	117	106 1/2	107 1/2
Merck & Co.	66 1/2	36 1/2	64 1/2
Pfd. \$4	190	109 1/2	187
Natl. Biscuit Co.	51	41 1/2	49 1/2
Pfd. \$7	168	158	158
Pfizer, Chas.	7	4 1/2	7 1/2
Pfd.	100 1/2	97	100 1/2
Pillsbury Mills, Inc.	60 1/2	42 1/2	56 1/2
Pfd. \$4	100 1/2	90	91
Procter & Gamble	68 1/2	55	64 1/2
Quaker Oats	44 1/2	37 1/2	44 1/2
Pfd. \$6	146 1/2	133	134 1/2
St. Regis Paper Co.	40 1/2	26 1/2	38 1/2
Std. Brands, Inc.	55 1/2	40 1/2	51 1/2
Sterling Drug	40 1/2	29 1/2	38
Sunshine Bisc., Inc.	90	72	85 1/2
Un. Bisc. of Am.	37	29 1/2	31
Pfd. \$4.50	100 1/2	93	99
Ward Baking Co.	14	11 1/2	11 1/2
Stocks not traded:			
American Bakeries Co.	42 1/2	42 1/2	
Merck & Co., \$3.50 Pfd.	76	83	
St. Regis Paper Co., \$4.40 Pfd.	94 1/2	96	
Victor Ch. Works, \$3.50 Pfd.	79 1/2	81 1/2	
Ward Baking Co., \$5.50 Pfd.	88 1/2	91 1/2	

THE AMERICAN STOCK EXCHANGE

Quotations on baking, milling and allied stocks listed on the American Stock Exchange:

	Aug. Sept.	1958	1958
	29, 5	High	Low
Burry Biscuit Corp.	5	3 1/2	5
Gr. A-P Tea Co.	398	241	380
Omar, Inc.	17 1/2	7 1/2	13 1/2
Wallace & Tiernan Inc.	27 1/2	24	25 1/2
Stocks not traded:			
Horn & Hardart Corp. of New York	33 1/2	34	
Horn & Hardart Corp. of New York, \$5 Pfd.	97 1/2	98 1/2	
Wagner Baking Co.	3	3	3
Wagner Baking Co., Pfd.	71	90	

CANADIAN STOCKS

	Aug. Aug.	1958	1958
	22, 29	High	Low
Canada Bread	4.25	3.25	4.25
Pfd. B	55	45	52 1/2
Can. Bakeries	6	5 1/2	6
Can. Food Prod.	3.80	2.50	3.50
A	8	7	7
Pfd.	48	37	44 1/2
Catelli Food, A	32	29	32
B	41	40	40
Can. Bakeries	7.00	4.90	8.00
Std. Brands	48	39	48

*Less than board lot.

Summary of Flour Quotations

Sept. 5 flour quotations, in sacks of 100 lb. All quotations on basis of carload lots, prompt delivery:					
Chicago	Mpls.	Kans. City	\$St. Louis	Buffalo	New York
Spring top patent	5.78@6.15
Spring high gluten	6.05@6.15	6.42@6.82
Spring short	5.75@5.85	6.22@6.52
Spring standard	5.68@6.04	5.65@5.75	6.22@6.47
Spring straight	6.42@6.42
Spring first clear	5.45@5.85	5.17@5.62	5.73@6.18
Hard winter short	5.35@5.55	5.10@5.20	5.56@6.25
Hard winter standard	5.25@5.45	5.00@5.10	5.61@6.15
Hard winter first clear	4.75@5.25	4.20@4.55	5.31@5.73
Soft winter short patent	6.43@6.55	5.55@5.75	7.43@7.74
Soft winter standard	5.55@5.75	6.27@7.04
Soft winter straight	5.32@5.57
Soft winter first clear	4.78@4.85	4.03@4.10	4.43@5.37
Rye flour, white	4.78@4.85	4.03@4.10	5.34@5.39
Rye flour, dark	4.03@4.10	4.59@4.64
New York	Phila.	Boston	Pittsburgh	*New Orl.	
Spring high gluten	6.79@6.89	6.90@7.00	6.69@6.83	6.30@6.50	
Spring short	6.49@6.59	6.60@6.70	6.46@6.54	6.20@6.40	
Spring standard	6.39@6.49	6.50@6.60	6.36@6.44	6.00@6.20	
Hard winter short	6.05@6.40	6.40@6.50	5.84@6.32	5.45@5.75	
Hard winter standard	6.03@6.11	5.85@5.95	5.75@5.85	5.45@5.60	
Hard winter first clear	5.93@6.01	5.75@5.85	5.65@5.75	5.30@5.55	
Soft winter straight	5.20@5.40	4.30@4.60	
Soft winter standard	5.20@5.40	5.25@5.60	
Soft winter first clear	5.35@5.45	5.35@5.45	5.23@5.27	4.85@5.10	
Rye flour, white	5.35@5.45	5.35@5.45	4.48@4.51	4.20@4.45	
Rye flour, dark	4.03@4.10	

*100-lb. papers. \$Baker wheat flour in 100-lb. papers.

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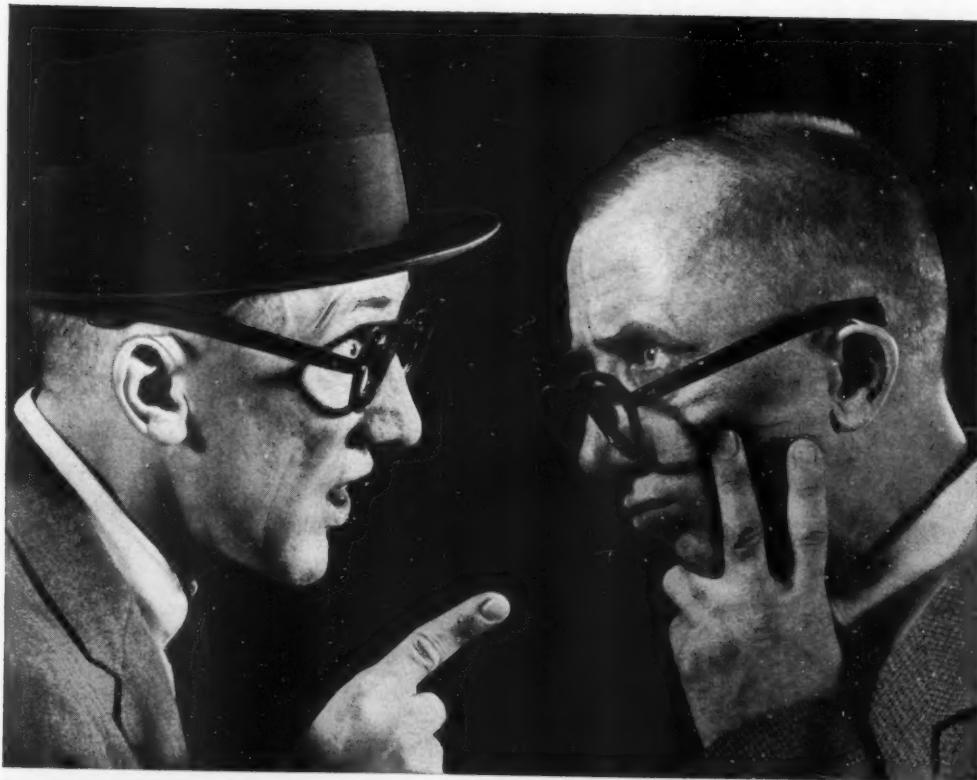
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Everybody talks uniformity...

Atkinson delivers it!



HEAT CAN HURT—MILLING causes friction. Too much friction causes heat. Years ago Atkinson quit testing milling temperature by "feel", now relies on fast, precise gauges. We'll do anything to insure uniformity—for your production.



Don't take less than you can get from **ATKINSON**

ATKINSON FLOUR FOR BAKERS ONLY . . . MINNEAPOLIS



DO YOU KNOW . . . ?



Here's your chance to test your knowledge on a variety of subjects concerned with the baking industry. There are no encyclopedias for the bright boys, nor dunce caps either. When you have ticked off your answers, marking each statement TRUE or FALSE, turn to page 50 for a check against the correct statements. Each correct answer counts five points. A score of 70 is passing, 80 good, 90 very good.

1. In a wet growing season the protein content of wheat is higher than during a normal or dry season.

2. Egg whites are sometimes used in making hard rolls to produce a crispier crust.

3. When making potato bread using granular potato flour, the best procedure is to mix it in with the salt, sugar, etc., and the water, before adding the wheat flour.

4. Docking sheets of puff paste when making Napoleons causes them to shrink excessively.

5. It is harmful to use an oven having a temperature of 460-470° F. for conditioning new tin plate bread pans.

6. The addition of about 4 oz. water to each 1 qt. egg whites, used in making angel food cakes, will produce cakes having a closer grain.

7. A second clear flour made from the same wheat will produce a greater quantity of gluten than a first clear flour.

8. Lard or hydrogenated shortening should be used to grease dough dividers.

9. It has been found that the cupping on the bottom of pan bread is sometimes eliminated by having three or four small holes punched in the bottom of the bread pans.

10. When replacing butter with shortening in a cake or cookie formula, it should be kept in mind that butter is composed of 80% fat, 14% water and 6% salt.

11. Allspice is a mixture of a number of various types of spices.

12. When making custard or pumpkin pies, best results are obtained when the shells are filled as soon as they are made.

13. Leftover almond macaroons make an ideal cake topping when ground fine.

14. Most bakers use the small seedless type of raisin for bread because of a better flavor than the large-seeded ones.

15. When a cookie dough is too soft to roll out, it is best to add some flour to tighten it up.

16. Shell eggs are dipped in oil before being placed in cold storage to decrease the loss of moisture.

17. In making cakes, yeast is never used as one of the ingredients.

18. The use of alum in making bread is prohibited.

19. A dozen cake doughnuts weighing about one pound will have absorbed approximately 3 oz. fat during frying.

20. When making a 1 bbl. straight bread dough, the proper length of the trough should be four feet.

—BREAD IS THE STAFF OF LIFE—

St. Paul, Minneapolis Bakers Plan Meeting For Sales Girls

ST. PAUL—Minneapolis and St. Paul bakers will attend a dinner and sales girl meeting at 7:15 p.m. Sept. 16 at Ramaley's Hall, St. Paul, sponsored jointly by the bakers associations of the Twin Cities. Bakers are being urged to bring their sales girls.

The meeting will feature a panel of nine women from the bakery business and, as moderator, Mrs. Madge Carroll, Carroll's Bakery, Spencer, Iowa. Mrs. Carroll's appearance will be through the courtesy of Pillsbury Mills, Inc.

Panel members and the subjects of their presentations are:

"Window Display," Mrs. Robert Bliss, Le Ru Bake Shop; "Suggestive Selling," Miss Thea Rentas, Egekvist Bakeries; "Telephone Selling," Mrs. M. P. Ferguson, Ferguson Bakery; "Appearance," Mrs. Robert Baker, Baker's Bakery; "Cards and Signs," Mrs. Ed. Busch, Fairview Home Bakery; "Complaints," Mrs. Arvid Pederson, Nielson's Bakery; "Product Knowledge," Mrs. Carl De Rum, Bread Box Bakery; "Packaging," Mrs. Raymond Unverferth, Franklin Home Bakery, and "Store Maintenance," Mrs. Paul Norman, Baker Boy Bakery.

Each will talk on her subject, followed by a question and answer period.



Bert Jassoy

NEW CHAIRMAN—Bert Jassoy, Regan Bros. Co., Minneapolis, was recently named chairman of the 1959 Minnesota Baker-Allied annual golf tournament. The annual outing is sponsored jointly by the Minnesota Bakers Assn. and the Allied Trades of the Baking Industry. Mr. Jassoy's appointment was made at the 1958 outing held at the Golden Valley Country Club.

Winnipeg Bread Prices Increase

WINNIPEG—An increase in the price of bread by the Canada Bread Co. here has precipitated a similar move by most other bakeries. The increase was effective Aug. 25. According to company officials, the increase was made necessary by increased wage rates for bakery workers and sales personnel amounting to about \$12 and \$10 per week, respectively. The wage increases plus reduced hours of work and other fringe benefits made the increase necessary, they said.

This company's bread was sold for 17¢ a loaf delivered with a suggested retail price in stores of two loaves for 33¢. Now it will sell at 18¢ delivered. While the bakery has no control over the retail price in stores, the suggested price is two for 35¢.

Both Weston's and McGavin's bakeries have indicated they will increase their bread prices but would not indicate when these would become effective. Meantime, H. W. Moore, secretary of Winnipeg's Food Distributors Assn., has said that the 1¢ increase was expected to be made by all bakeries and would be reflected in increases at many stores.

Manitoba's northern communities of The Pas and Flin Flon are also engaged in a tussle about bread prices. Retailers and local bakeries, according to reports, are being pressed by lower-priced bread being shipped in by rail from a Yorkton, Sask., baking chain. The Yorkton chain was reported to have offered stores its bread at 13¢ for a 20-oz. loaf. Local bakeries had been selling a 16-oz. loaf at 13½¢ with storekeepers retailing it at 16¢.

—BREAD IS THE STAFF OF LIFE—
MRS. MULROONEY DIES

MEMPHIS, TENN.—Mrs. Elizabeth Mulrooney, mother of Eugene Mulrooney, southern division distribution manager for Pillsbury Mills, Inc., died here recently at St. Joseph Hospital.

Food Firms Used More Advertising In 1957 Budgets

CHICAGO—The 100 leading national advertisers, including 21 food companies, increased their advertising expenditures 7%, to \$2.2 billion in 1957, compared with \$2 billion in 1956, according to Advertising Age.

Largest advertising expenditure by a food company was an estimated \$87 million spent by General Foods Corp., which ranked fourth in the nation in ad spending. The total represented a substantial rise from the 1956 figure of \$77.7 million for General Foods.

Of the 100 leaders, 74 showed ad increases, three held even and 23 dropped. On the list, all of the 21 companies with food lines showed increases. In addition to General Foods, these companies and their estimated 1957 advertising expenditures were as follows (1956 expenditures are shown in parentheses):

National Dairy Products Corp., \$38 million (up from \$37,470,000); American Home Products Corp., \$36 million (\$29 million); Borden Co., \$24.5 million (\$23.7 million); National Biscuit Co., \$21 million (\$20 million); Swift & Co., \$20 million (\$26 million); Campbell Soup Co., \$19 million (\$20 million); Standard Brands, Inc., \$19 million (\$16,567,174); Kellogg Co., \$18 million (\$18 million); Armour & Co., \$16 million (\$16 million); Pillsbury Mills, Inc., \$16 million (\$18 million).

Quaker Oats Co., \$16 million (\$13 million); Continental Baking Co., \$15,602,175 (\$11,809,416); Corn Products Refining Co., \$11.8 million (\$11 million); Carnation Co., \$11 million (\$10,527,647); Nestle Co., \$11 million (\$11,527,000); Ralston Purina Co., \$10 million (\$8 million); H. J. Heinz Co., \$9.5 million (\$8.5 million); Best Foods, Inc., \$9 million (\$8.5 million); Wesson Oil & Snowdrift Co., \$8 million (\$8 million), and California Packing Corp., \$7,250,000 (\$5,750,000).

—BREAD IS THE STAFF OF LIFE—
Annual Outing

KANSAS CITY—Plans have been completed for the annual Missouri Bakers Holiday sponsored by the Missouri Bakers Assn. Scheduled for Oct. 13-15 at Kirkwood Lodge, Osage Beach, Mo., the event is for bakers, allied people and their wives. The holiday will start with a noon luncheon and conclude with a breakfast.

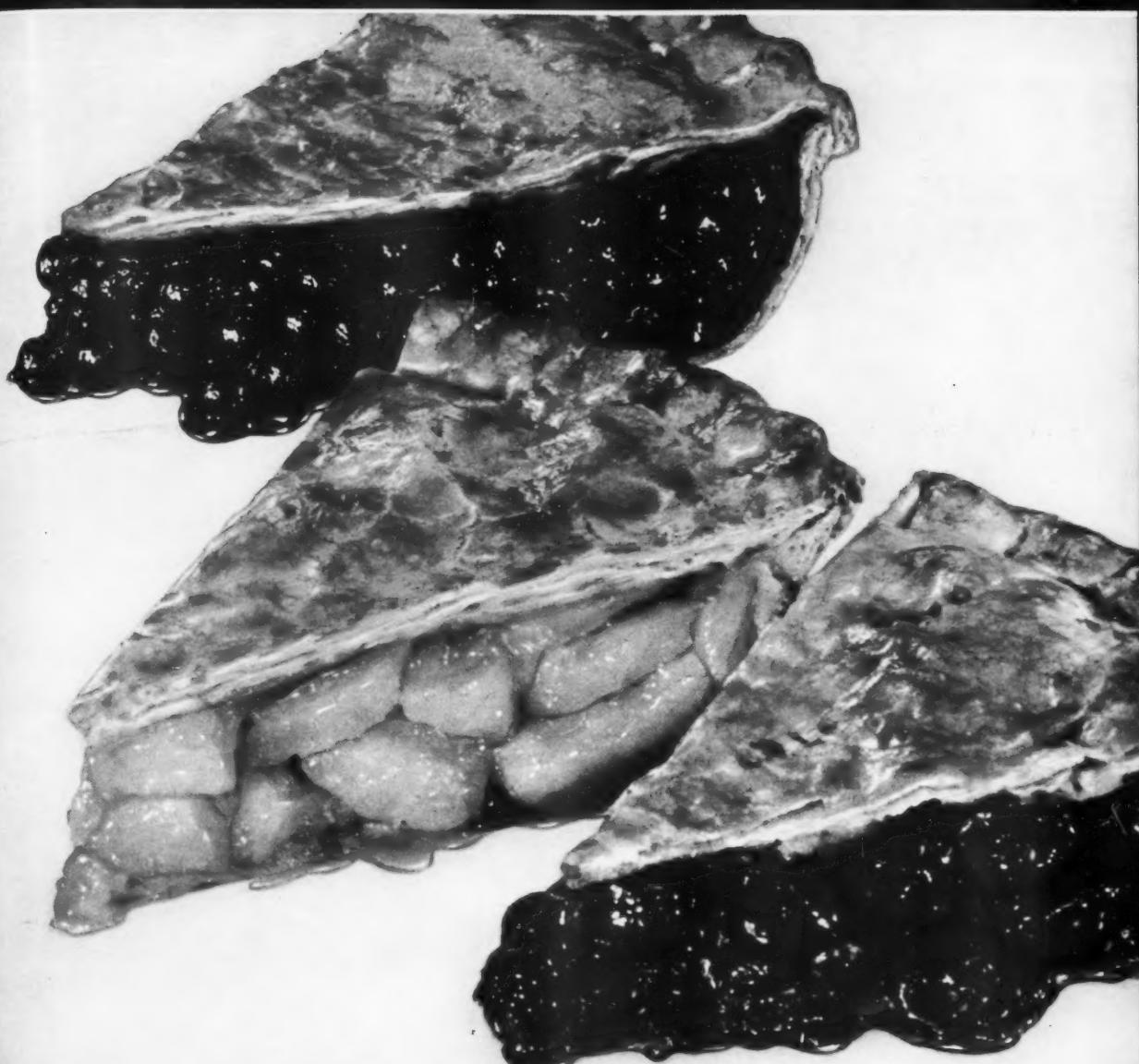
Entertainment and food will dominate the program, but there will also be a short association business meeting and a special address on "Meeting the Challenge" by Rex Paxton, director of public relations, Sutherland Paper Co., Kalamazoo, Mich. Reservations, at \$10 a person, are being accepted by George H. Buford, 2214 Central Ave., Kansas City 2, Kansas, secretary of the association.

—BREAD IS THE STAFF OF LIFE—
ANNUAL MEETING DELAYED

BOSTON—Stockholders in Best Foods, Inc., have been informed that the firm's annual meeting that was scheduled for Sept. 24 will be delayed because the final agreement and the proxy material for the company's planned merger with Corn Products Refining Co. will not be ready. It is expected that the merger will be submitted to stockholders before the end of October.



CARIBE MILLS NUTRITIONIST—Senora Ileana Perez de Rodriguez Aponte, nutritionist for Caribe Mills, Inc., Puerto Rico, watches bread roll out of an automatic oven at Peter Pan Baking Co., Omaha. She toured the firm's Omaha bakery while in the city visiting the headquarters of Nebraska Consolidated Mills Co., of which Caribe is a subsidiary. Caribe's mill, which is scheduled to be completed in March, 1959, will be the island's first.



For better pie—

for more sales—use Fleischmann's Frozen Fruits

Fleischmann freezes only fruit which meets rigid baking specifications established by The Fleischmann Laboratories. That's why Fleischmann's Frozen Fruits retain true fruit flavor and color to

produce better pies every time. Pie fillings made with Fleischmann's Frozen Fruits have that "special" appetite appeal that means satisfied customers for you . . . and repeat business.

Consult your Fleischmann man about additional benefits you can get—in Merchandising aid and Production help.

Fleischmann is First
...in frozen fruits for bakery needs



"It all starts down on the farm"

We're hard to fool on wheat. We grew up in the world's greatest wheat country. And now Russell-Miller has mills in the heart of many wheat growing areas. So it's easy for us to keep close tab on wheat crops. We know where the best wheat is . . . when to buy it. And with the tremendous reserves in Russell-Miller elevators you never have to settle for second best. Give us a call next time. You give your formulas every break when you use Russell-Miller Bakery Flours.

RUSSELL-MILLER

Specialists in the milling of fine flours



RUSSELL-MILLER Milling Co., Minneapolis 15, Minnesota: Millers of Occident, American Beauty, Producer, Powerful and other superb Hard Spring, Hard Winter and Soft Wheat Bakery Flours.

Economy, Sanitation, Safety Keys to Bulk Flour Handling At Jewel Tea Bakery Plant

MELROSE PARK, ILL.—Economy, sanitation, safety—these were the factors given top priority when the Jewel Tea Co. decided to equip its new bakery here with a fluidized flour handling system.

The company wanted an efficient, smoothly functioning system closely integrated into a plant capable of producing more than 10,000 lb. of bread and rolls an hour. The system would have to handle white bread flour from the point of unloading to the weighing stage preceding mixing

—at the same time embodying the highest standards of modern sanitation at the lowest possible operating cost.

To meet these needs, Jewel Tea searched the field of materials handling equipment and eventually chose two pneumatic conveying systems specially designed for the new bakery by the Fuller Co. of Catasauqua, Pa. The first of the two Fuller systems unloads flour from Airslide railroad cars to any one of four 100,000-lb. capacity storage bins. The second



To-Day's MODERN BULK FLOUR MILL



WESTERN STAR'S BULK FLOUR PLANT

THE PROCESS OF CONVERTING THE MILLING INDUSTRY FROM SACKED TO BULK REQUIRES MODERN BULK FLOUR STORAGE AND HANDLING FACILITIES TO REPLACE THE OLD SACKED STORAGE WAREHOUSES.

The WESTERN STAR MILL CO.
SALINA, KANSAS

uses reclaiming screw conveyors beneath the bins to withdraw flour and deliver it to one of three automatic scales prior to the mixing operations.

Each system is completely interlocked to insure proper sequence starting of its component parts. Each is controlled through its individual control panel. Once an operator has set up the systems for the proper feeding or delivery points, only one push-button is required to set the system in operation.

Each system is completely self-contained; the dusty air is cleaned before being discharged into the atmosphere. The collected flour is returned to the main stream of conveyed flour for delivery at its ultimate destination.

Unloading System

Jewel Tea empties two to three Airslide cars of flour a week from an unloading area inside the building. Setting up the unloading system occupies one man about 20 min. This includes connecting a portable transfer unit to the car, selecting the bin in which the flour is to be stored, and making the proper connection at the four-way switch. When this is completed, an amber light on the control panel will indicate that the system is ready for operation and can be started with a single push-button to unload at a rate of 10 tons an hour.

Two rotary positive pressure blowers near the railroad siding provide air for the system. One blower furnishes compressed air to the Airslide car through the transfer unit to discharge the flour to the conveying system. The second blower supplies compressed air to convey the flour

in an even, regular stream through pipelines to the storage bins.

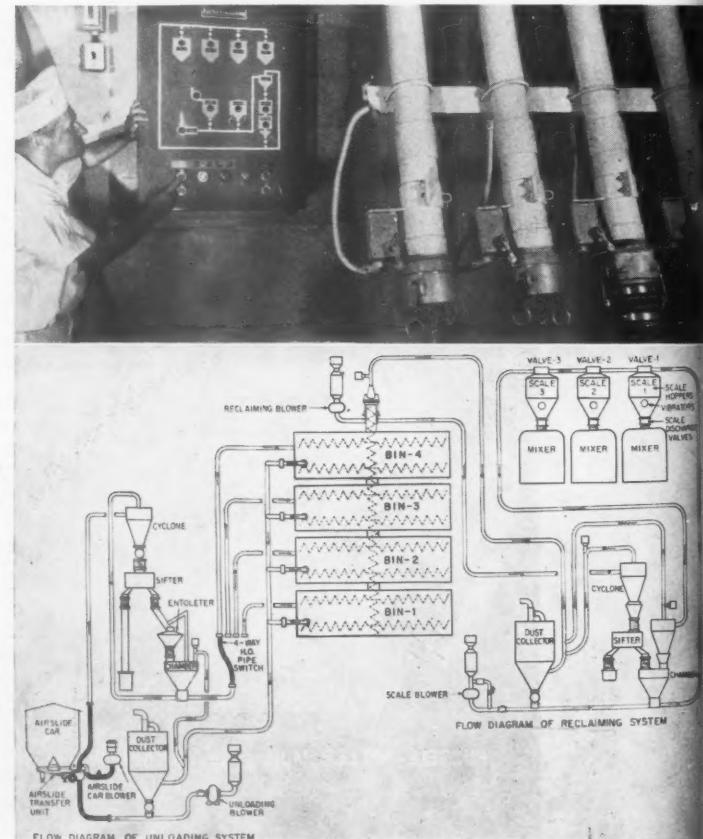
The unloading system will not operate until all connections are made, including final connections at the four-way, hand-operated switch leading to the bins. It is also impossible to start the operation until the proper valve from the storage bin in the dust collection system is opened and all others are closed. The system will stop if these valve settings are disturbed during operation.

When everything is in readiness, an amber light on the control cabinet will indicate that the proper sequence has been set up. Pressing the single button starts the dust collector fan. Other equipment of the unloading system then starts in automatic sequence.

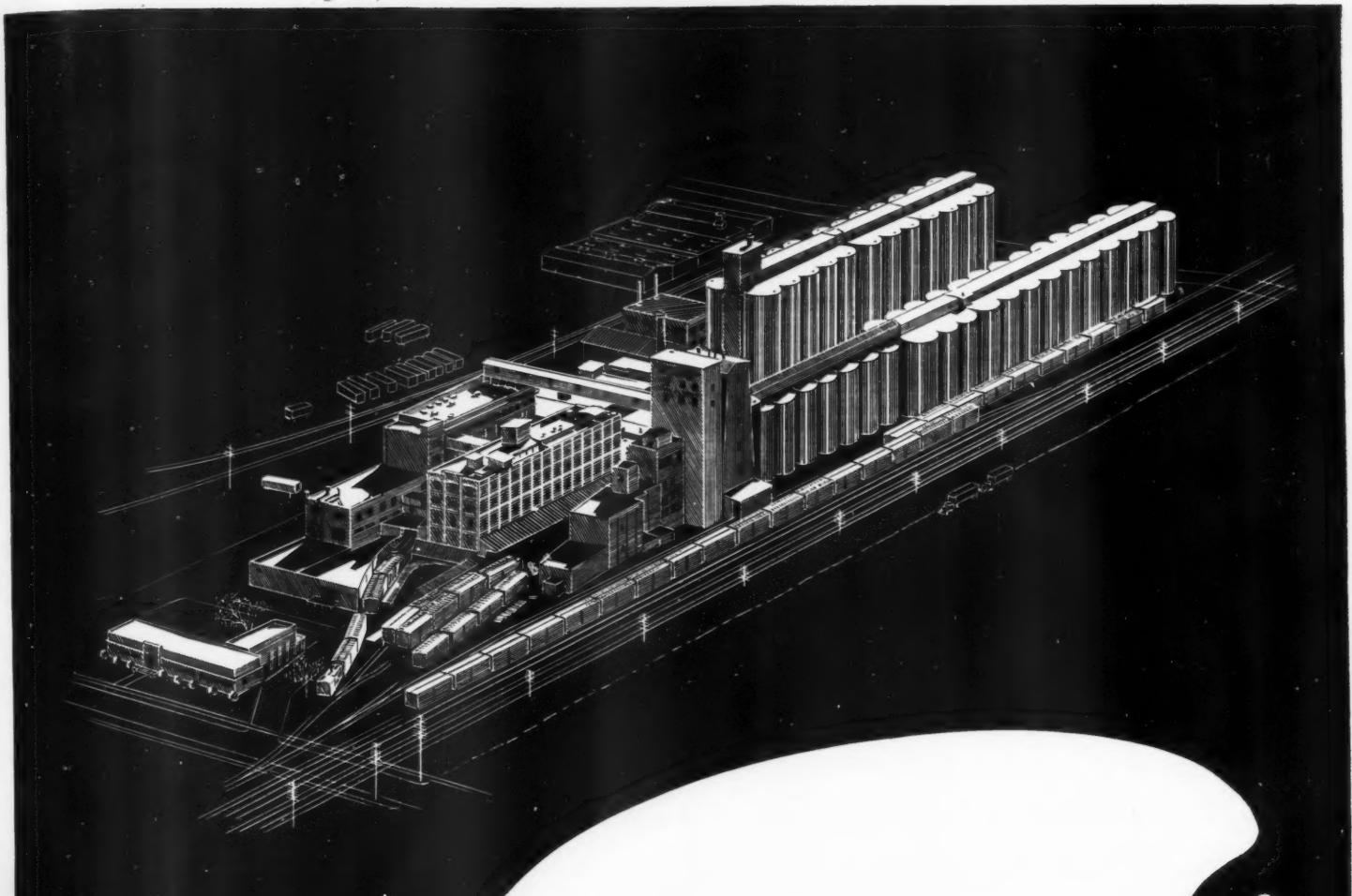
Flour from the portable transfer unit passes through the pipeline to a single-stage receiver where it is separated from the air and discharged through a Fuller rotary airlock to a gyratory type sifter and then into an enteleter. Flour from the enteleter enters a surge hopper, and then a revolver feeder before passing into the bin conveying line. Dust valves at the bins are manually controlled and interlocked electrically with the four-way pipe switch.

Air entering the bins is returned with flour dust to a single-compartment, bag-type dust collector at a point in the line following the main blower. When stopping the system, a shaking device is started, shaking the cloth for a period sufficient to clean it. The dust collector is also equipped with a vacuum switch that will automatically shut the system

(Turn to JEWEL TEA, page 34)



PNEUMATIC CONTROL SYSTEM—At the top is the control panel of the pneumatic flour handling system at the Jewel Tea Co. bakery plant in Melrose, Ill. The control panel at the left indicates schematically the flow of flour from bulk car to storage bin. The four lines at the right are the main conveyor lines, each leading to a separate storage bin. The control panel, bins, mixers, sifters, collectors and other parts of the automated system can be traced in the over-all flow diagram of the pneumatic unloading and flour reclaiming systems in the lower photo.



*Prize Winning Texture
in the Bakery*

SILK FLOSS
GOLDEN SEAL
SANTA-FE TRAIL

FLOURS OF CHARACTER

Your Bakery Deserves the Best!

THE KANSAS MILLING COMPANY

WICHITA • KANSAS

Mills at Wichita and Moundridge, Kansas • Marian, Ohio
CAPACITY: 12,000 CWTS. • STORAGE: 4,500,000 BUSHELS



Guest Lecturers, Topics Announced For AIB Maintenance Short Course

CHICAGO — Bakery maintenance engineers will be in the audience when 25 representatives of the baking industry and its allied trades speak to the seventh annual short course in bakery equipment maintenance Sept. 22 through 27 at the American Institute of Baking. Guest lecturers and their topics

are: "Bulk Handling of Ingredients" and "Maintaining and Improving Bakery Temperature and Measurement Controls," Fred D. Pfening, president, Fred D. Pfening Co.; "T.M.T. (Time, Motion, Temperature) Control Through Productive Maintenance," Peter Pirrie, engineering editor, Bakers Weekly magaz'ne;



**Milled from choice spring wheat
under modern laboratory supervision
for particular bakers—aged
—aerated—bulk or sack loading.**

In Business for 57 Years

**TENNANT & HOYT CO.
LAKE CITY, MINNESOTA**



CONTEST WINNER—Eleven-year-old Benjamin Parker of Dorset, Vt., national first prize winner in the recent \$60,000 Sunbeam bread contest, is shown above receiving the keys to a new Ambassador automobile and a check for \$5,200. The check is being presented by Al Pedersen, sales manager of the Goddard Baking Co., Claremont, N.H. At the left is Harry Baumann representing Quality Bakers of America Cooperative, Inc. Benjamin's mother, Mrs. Marvin Parker, is at the right.

"A Production Control Analyst Looks at Maintenance," Douglas L. McIntrye, consulting management engineer.

"Job Scheduling," Cy Madely, chief engineer, American Bakeries Co.; "Requirements for Precision Baking" and "A Complete Bakery Equipment P.M. Program Schedule," Ed. Hildebrand, Jr., engineer, Continental Baking Co.; "The Wrapping Machine" and "Maintenance of Wrapping Machines," Ted Jensen, director of package engineering, Pollock Paper Corp.; "Bread Wrapping With Polyethylene," Harry Jasper, service engineer, Western Waxide Division, Crown Zellerbach Corp., and Robert Schneider, package engineer, Milprint, Inc.; "Why Bakery Safety?" Raymond C. Ellis, Jr., staff representative, National Safety Council; "How to Make a Bakery Safety Program Work," John R. Kelly, service representative, Liberty Mutual Insurance Co.

"How to Save on Electric Power Bills," L. G. Cannon, manager of power service, Commonwealth Edison Co.; "Slicing Machines," H. C. Sim-

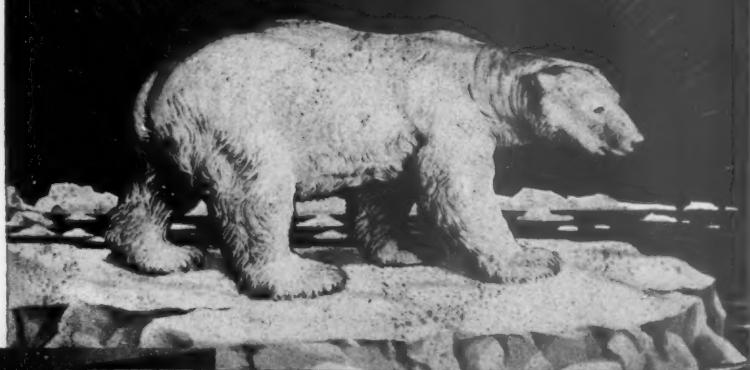
mons, president, Gopher Grinders Inc.; "Pan Maintenance," E. H. Leedy, executive vice president, The Lockwood Mfg. Co.; "Building Maintenance," John McDonald, regional engineer, Continental Baking Co.; "Maintenance of Mixers and Dividers," Adolph Kammerer, field service engineer, Baker Perkins, Inc.; "Maintenance of Roll Machines," Fred D. Marasso, vice president in charge of engineering, Union Machinery Division of American Machine and Foundry Co.; "Oven Maintenance," John G. Marshall, president, Middlebury-Marshall Oven Co.; "Bakery Refrigeration," M. B. Hancock, special projects engineer, Union Machinery Division, American Machine & Foundry Co.

Electronic Controls

"Electronic Controls," Jack E. Coffey, industrial service manager, Minneapolis-Honeywell Regulator Co.; "Planning a Plant Modernization Program," Evert Kindstrand, Petersen Oven Co.; "Boiler Controls," John W. James, district representative.

(Turn to **AIB LECTURERS**, page 28)

POLAR BEAR FLOUR IS KING



POLAR BEAR flour is a fit companion for the finest quality bread. For we produce this superior flour with skillful care and pride in its outstanding merit, the same characteristics that make a really top quality loaf.

FOUNDED BY
ANDREW J. HUNT-1899

The NEW BAKING CO. KANSAS CITY, KANSAS

Ringing the Baker's Doorbell

The Betty Anne bakery, Perry, Okla., operated by Gene Luttrell, has closed and the equipment is being sold.

Adams Baking Co., Portsmouth, Ohio, has purchased five parcels of land in the area adjacent to its plant at 1099 Offnere St., in addition to petitioning the city council for abandonment of an alley, all in line with future plans for expansion when business warrants it.

Articles of incorporation have been filed at Waterloo, Iowa, for the H. & L. Baking Co. Capital stock has been authorized in the amount of \$25,000. Christian Heinichen is president, treasurer and director; William C. Langlas is vice president, secretary and director.

John D. Miller, formerly of Stillwater, Okla., has moved to Oklahoma City with his family and accepted a position with Continental Baking Co.

Wayne Pierre have moved his family to Oklahoma City, Okla., and is now associated with the Ser-vus Bakers. He was formerly at Sun Prairie, Wis.

Chase's Bakery at Onida, S.D., was recently remodeled.

Horn & Hardart Co. has leased a store at 12 Journal Square, Jersey City, N.J., for a retail bake shop.

Ray De Shaw has leased the baking facilities of the Edina (Minn.) Cafeteria. Mr. De Shaw is also proprietor of the Heights Bakery in Minneapolis.

Kitchen Fresh Bakery, Inc., Albuquerque, N.M., has been granted a charter to deal in pastries, breads, biscuits and crackers. Authorized capital is \$250,000. Incorporators are J. C. Ritchie, W. C. Schaab and W. C. Briggs.

The San-Fair Bakery, Fairbanks, Alaska, is being rebuilt, after fire destroyed the plant early this year. The owners hope to reopen for business by October.

The Small Business Administration has approved loans for the following bakeries: Deer Park Baking Co., Hammonton, N.J., \$50,000; Aday's Bakery, Wellington, Kansas, \$7,500; Mitchell's Bakery, Cafe & Fountain, Wellington, Kansas, \$8,500.

T. W. McGough, general manager and vice president of Southern Frigid Dough, Inc., Florence, Ala., has announced that his company is enlarging its frozen pie production facilities to twice the capacity, at a cost of \$200,000.

Hecht's Bakery, Bristol, Tenn., has announced acquisition of 40,000 sq. ft.

of property to meet a need for additional facilities, brought about by an increased volume of business, especially in the cake department.

Mr. and Mrs. Sam Allen recently opened their new Toco Hills Bakery

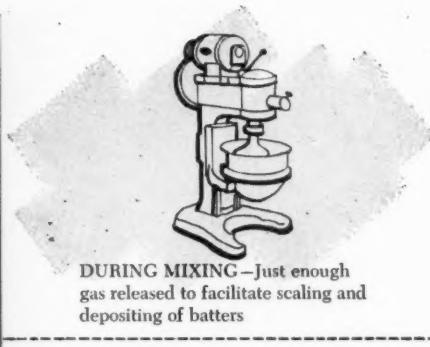
in the new Toco Hills Shopping Center, North Decatur Rd., Atlanta, Ga. Three years ago Mr. and Mrs. Allen opened Allen's Tuxedo Bakery on Roswell Rd., Atlanta.

The Small Business Administration

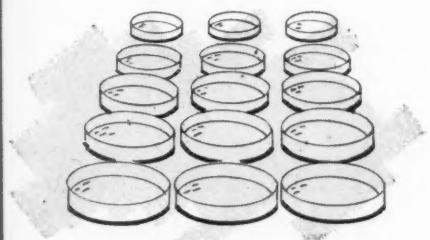
has approved a loan of \$20,000 for the Tasty Pastry Shop, New Martinsville, W.Va.

The Cake Box Bakery has opened its ninth retail store in Kansas City at 1109 Baltimore Ave., it was announced by Sam Pasternak, president. The newest unit has 820 sq. ft. of space and will employ five persons.

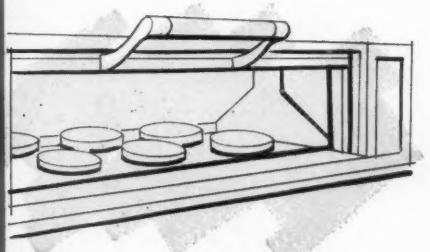
Canadian Food Products, Ltd., has announced a \$200,000 expansion program designed to increase its Toronto



DURING MIXING—Just enough gas released to facilitate scaling and depositing of batters



ON THE BENCH—Relatively inactive for minimum gas loss



IN THE OVEN—Steady regulated action

Multiple-acting Fleischmann's Baking Powder produces regulated leavening action...for excellent volume with finer grain and better texture.

That's why, with Bakers—

FLEISCHMANN is First



Consult your Fleischmann man about the additional benefits you can get...in Merchandising aid and Production help.



baking facilities by about one third. Work on the program is already underway, and completion is expected by late fall.

Peter Vander Meer, Jr., has joined his father and grandfather in the operation of the Vander Meer Bakery, Le Mars, Iowa, following his recent graduation from the American Institute of Baking in Chicago. His father was graduated from the Institute in 1929.

The Small Business Administration has approved a loan of \$30,000 for Gilbert's Bakery, Inc., Hamden, Conn.

Announcement has been made at Oklahoma City, Okla., of the granting of a charter to the Rainbo Baking Co. Capitalization is reported at \$32,000 and 800 shares.

John Pier, formerly sales manager of a leading bakery in Houston, has been named manager of the Big Donut, 2631 Bissonnet, Houston.

"ROCK RIVER" "BLODGETT'S" RYE "OLD TIMES" BUCKWHEAT
RYE
All Grades—From Darkest Dark to the Whitest White
—Specially Milled by the Blodgett Family—Since 1848
FRANK H. BLODGETT, Inc., Janesville, Wisconsin

The Wafer *with the* Warranty That Protects YOU

Only Roche* makes it.
It's SQUARE.
Roche originated it.
Roche guarantees it.



Roche engraves the Roche name on each wafer to make sure you always get the genuine square bread enrichment wafer guaranteed and made only by Roche.

Roche identifies each box of genuine Roche square wafers with the name Roche on each end of every box

Roche guarantees each Roche square wafer with this warranty

*ROCHE—Reg. U.S. Pat. Off.

SQUARE BREAD ENRICHMENT WAFERS
are guaranteed by Hoffmann-La Roche Inc.
to give you

1. ASSURED POTENCY
Enrichment assured when SQUARE wafers are used as directed.

2. QUICK DISINTEGRATION
Complete disintegration in agitated water in yeast emulsifier.

3. SUPER-THOROUGH DIFFUSION
Flour fine particles insure even distribution throughout each loaf.

4. FINER, MORE BUOYANT PARTICLES
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For Bakery Management:

Training of Route Supervisors "First Line of Sales Defense"

By Foster Try

I have been asked to discuss a subject which is close to me, one in which I am much interested, the re-training of home-service sales supervisors, to cope with problems in our particular segment of the baking business.

Perhaps, first, I should ask the question, "What training have your supervisors had in the past?" because we are faced with a retraining problem. It may be presuming when we speak of "retraining our supervisors." One operator has said that he was amazed and flabbergasted, on checking his supervisors, to find how little they knew. Have we been taking it for granted that our supervisors are trained in their jobs? Have many merely used their own route methods

in teaching salesmen? Do your supervisors employ a standard "break-in" procedure—the same procedure for all supervisors, for all salesmen? I ask these provocative questions because we may be presuming when we speak of "re"-training. Have we really trained supervisors previously?

Looking back on my own experiences of some 25 years ago, my sales manager called me into his office and asked if I wanted to be a supervisor. Being an eager beaver, I naively ac-

EDITOR'S NOTE: Mr. Try is with Bakers Associates, Inc., in Chicago. His address, with the title "Re-training Sales Supervisors," was presented before the home service branch session of the last annual meeting and convention of the American Bakers Assn.

sales department is certainly not a qualification. We fail to realize, also, that because a salesman can handle women successfully on a route, it does not follow that he can handle men—route salesmen. I ask, in all humility, how many of your supervisors are teachable?

I would like to spend a considerable amount of time discussing teaching methods. However, I believe it is more important to talk with you about today's problems with which your supervisors are confronted. The

Check Your Supervisors Against This List

The author's son operated a bakery route one summer. In the process he asked some questions about his superiors which reach to the basic structure of training and using top notch supervisors. If the questions appear elemental, it is because they pose elemental problems of supervisory training to which management is constantly trying to find solutions. The accompanying article offers some answers:

- 1. Why do route men like some supervisors and dislike others?
- 2. Why do some supervisors fail to encourage route men with praise when it is due?
- 3. Why do some supervisors, when actually operating routes, lose sales, show increased surpluses and poor collections?
- 4. Why is it so hard to get decisions from some supervisors?
- 5. Why do some supervisors sit in the truck, instead of going to the door?
- 6. Why is it so hard to get decisions from some supervisors?
- 7. Why are some supervisors afraid to ask for a decent job on the part of the salesman?
- 8. Why do some supervisors explain things in an understandable manner, while others are unable to do so?

cepted the job. I had seen other salesmen (usually those whose sales were high) accept jobs as supervisors. I had noticed, also, that more often than not the company ruined a good salesman to make a poor supervisor. Of course, I have since come to realize that running a high route is not "the" qualification for a successful supervisor.

After the appointment, I asked my sales manager, "What does a supervisor do?" The answer I received was, "You supervise!" So help me, that was as much training as I received. I didn't know what to do and I didn't find out for a long, long time. Many a day I sat in my car on a hilltop wondering what was expected of me and what I would do to become a successful supervisor.

Define Training

Perhaps, also, we should define and discuss "training". Because a person knows how to do a job successfully himself is no guarantee that he can teach another to do it. The salesman who has the highest sales, the highest customer count, the highest bread units and the lowest outstanding credit may be the poorest teacher in the organization—and for many reasons. We may be presuming when we attempt to train supervisors. Some of them are not teachable.

Of course, to be trainable, the supervisor must have sufficient mental capacity to learn and to find answers. It was Gallileo who said, "You cannot teach a man anything—you can only help him to find it within himself."

Many a good route salesman lacks the desire to learn. Seniority in the

old cliche, "Telling isn't teaching," still holds. The answers must be developed from the mind of the learner. It is equally true that you must project the learner into the actual situation before he can learn.

So, let's get on! What are some of the problems which you and your supervisors are facing today? 1. Salesmen turnover, 2. customer turnover, 3. credit control, 4. control of hours, 5. low-volume routes, 6. surplus control and 7. developing a sales organization.

Bitter Complaint

Recently, the opportunity presented itself to visit a home-service bakery which has over 50 routes, in a thriving metropolitan area, with very little home-service competition. The manager was complaining bitterly that he was not making any money, costs had been trimmed to a minimum, but sales were not enough to carry the load. He just couldn't find sales people who wanted to work hard enough to make any money. Turnover was well over 200%. His sales manager was no good, he never had a decent idea. His supervisors were lazy and incompetent. The only decent supervisor he had was recently promoted to branch management. When asked what his program was to develop supervisors, he answered, "Hell, they're supervisors, aren't they? They should know what to do on the job."

In talking to his supervisors, one of them told me he had been placed on a route with no classroom training and with a three-day break-in. After a year of route operation, he had been (Turn to **ROUTE SUPERVISORS**, page 22)

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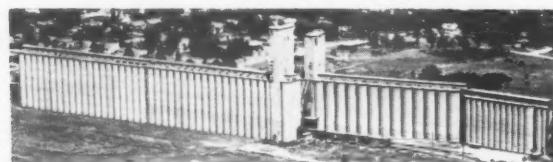
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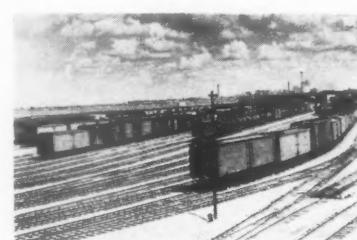
MILL: completely equipped for efficient milling of good flour that always gives "Identical Performance" in the bakery. Daily capacity 6,000 hundredweights.



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"Down on the farm" freshness is captured in every pound of high quality Fleischmann Frozen Egg Products.

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Rigid quality specifications are precisely followed, to give your baked foods more delicious flavor and more appetizing appearance.

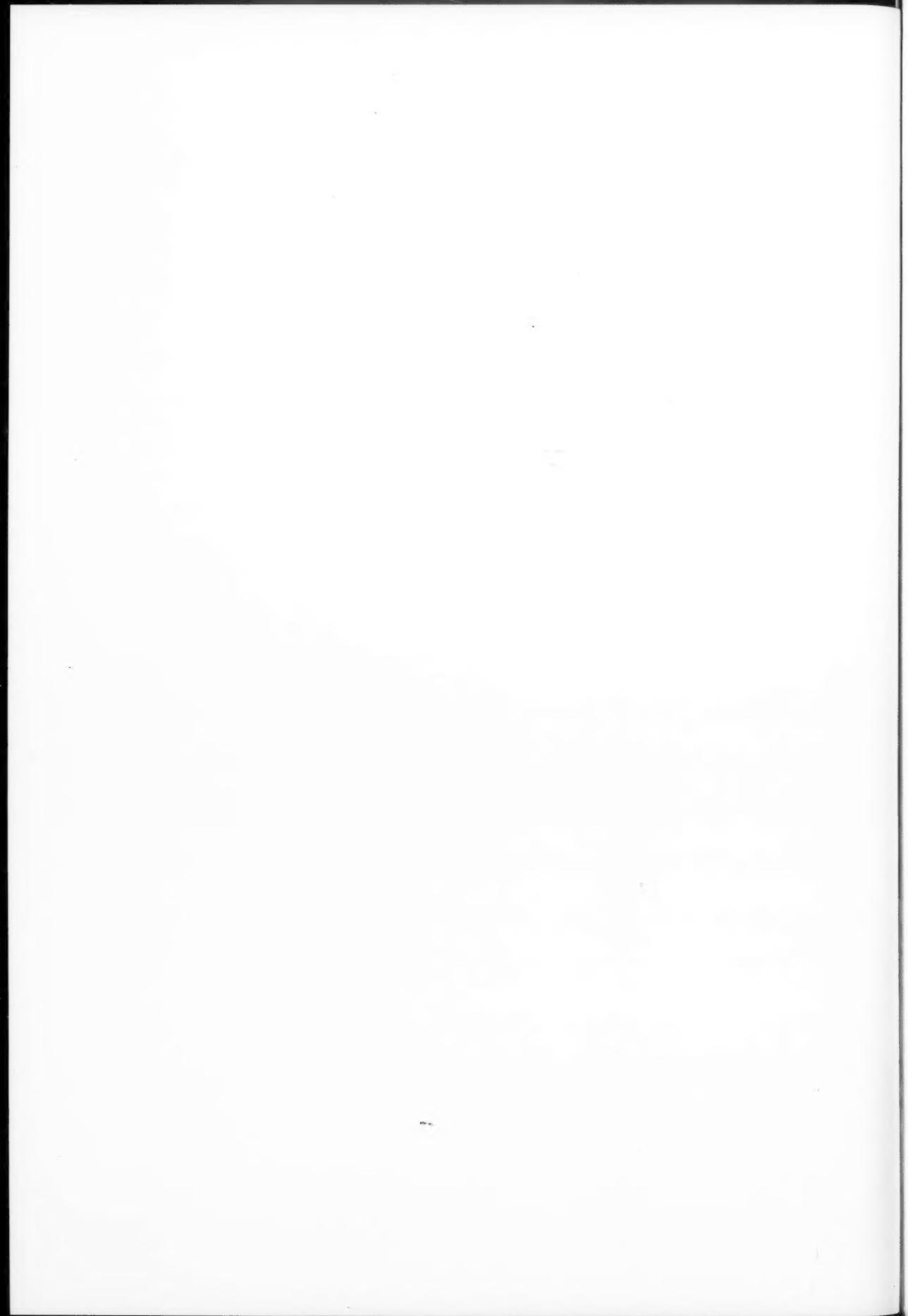
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Consult your Fleischmann man about additional benefits you can get—in Merchandising aid and Production help.

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Chicago Bakers Draw Over 250 To Annual Outing

CHICAGO — The second annual Bakers Club of Chicago golf tournament of 1958 was held at Rolling Green Country Club Aug. 14. There were 147 golfers and 251 members and guests present at dinner, and 162 prizes were awarded to golfers and non-participants, plus seven winners in the blind bogey.

The long-form "Andy Anderson System" was used, and the first 10 winners in golf and among the non-participants were: H. J. Slocum, Standard Brands, Inc., Chicago; Robert Hanes, Moreau & Risch Co., Milwaukee; W. Milliner, Siml & Sowles, Chicago; Joe Fasano, Fasano Pie Co., Chicago; W. L. Grewe, Chicago; M. Bellanger, Chrysler Motors Co., Crown Point, Ind.; R. E. Walsh, National Yeast Co., New York, N.Y.; H. W. Gillespie, Ekco Engineering Co., Chicago; Arthur Ender, Consolidated Foods Co., Chicago, and T. A. Dillon, Chicago.

Winners in special contests for the following golf holes were: No. 1, R. J. Skeffington, Red Star Yeast & Products Co., Milwaukee; No. 5, Walter Bespole, Elgin Milk Products Co., Chicago; No. 6, Major Lawrence, Lester Lawrence & Son, Inc., Chicago; No. 9, Richard Everix, Everix Bakery, Fond du Lac, Wis.; No. 10, Frank Skinner, Crown Zellerbach Corp., Chicago; and No. 13, John

Ortman, Allfresh Food Products Co., Evanston, Ill.

The top prize winner for the day was Ray Frink, National Yeast Co., Chicago, who held the lucky ticket for a HI-FI AM-FM radio and record player.

The novelty of the tournament was a small fire truck with a loud siren and fire bell which heralded the Bakers Club Special, serving all types of refreshments to the golfers on the course. The fire truck was manned by E. L. Gallier, "Airvan" Trucks; Joe Janos, Durkee Famous Foods, and Stanley Kretchman, Kretchman Materials Co., all of Chicago.

The outing was sponsored by the 1958 entertainment committee—under the leadership of J. A. (Jack) Revord, Sterwin Chemicals, Inc., Evanston, Ill., chairman for 1958.

BREAD IS THE STAFF OF LIFE

Nebraska Convention Scheduled in Omaha

OMAHA — The Nebraska Bakers Assn. will hold its annual convention at the Town House in Omaha Saturday and Sunday, Sept. 20 and 21. The convention will open with a cocktail party and buffet supper Saturday night through the courtesy of allied tradesmen.

Sunday noon, there will be a buffet brunch, followed at 1:30 by a panel discussion about the bakery business. There will also be a short business session, with the whole convention over by 4:30 p.m.

The theme of the convention is being built around Thanksgiving and Christmas items.



BAKERS CLUB OUTING—The Bakers Club of Chicago held its recent golf outing at the Rolling Green Country Club, where the camera captured some of the members and allied tradesmen. In the top photo are, left to right, Bernard Bergholz, Jr., assistant to Victor E. Marx, who is secretary-treasurer of the American Society of Bakery Engineers, Mr. Marx, and Ted Lauder, Ekco Engineering Co. In the lower photo, left to right: Joseph Viskocil, Red Star Yeast & Products Co.; Willard Geller, John R. Thompson Co.; Joseph Janos, Durkee Famous Foods, and Jack Revord, Sterwin Chemicals, Inc., chairman of the 1958 Bakers Club entertainment committee.

W. A. Parks Dead

BOSTON — William A. Parks, 77, Brookline, Mass., founder and president of the Berwick Cake Co., Roxbury, Mass., died recently at the Jordan Hospital in Plymouth, Mass. A native of Boston, he founded the cake concern about 45 years ago. Mr. Parks had served as a trustee of the Massa-

chusetts Memorial Hospitals, chairman of the Haynes Hospital of Brighton and trustee of the Institution for Savings in Roxbury.

Surviving are his wife, Mrs. Marjorie Hauthaway Parks; a daughter, Mrs. Arthur B. Lane, and two sisters, Mrs. William F. Goodale and Mrs. M. D. Haskins. Mr. Parks was an uncle of William F. Goodale, Jr., treasurer of the New England Bakers Assn.

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"In the Heart of Kansas"

Wichita, Kansas

A Special Message for SBA Members

From O. L. Allen, Board Chairman

This year the annual production conference sponsored by the Southern Bakers Assn. offers more than ever before.

There will be several talks slanted toward sales. We believe bakery owners and managers will want to attend this year, as well as production and sales personnel. Production and sales should go hand-in-hand, each depend-

ing upon the other for complete success.

Every baker in the Southeast should avail himself of the opportunity to attend the meeting at the Biltmore Hotel in Atlanta Sept. 14, 15 and 16. The entire program on Sunday, Sept. 14, will be devoted to retail bakery problems. Every retail baker who attends will be repaid manyfold with new ideas, knowledge

and the enthusiasm he will receive during the one-day meeting. Since retail bakers as a whole do not operate on Sunday, the wonderful transportation facilities to Atlanta will enable many to be present for the all important one-day session.

Monday and Tuesday, to noon both days, will be devoted to the wholesale bakers' problems. Here again, even though the program is primarily on production, there will be talks on sales, and those attending will learn better how to have cooperation between the sales and production departments.

Owners, managers, production man-

A RECOGNIZED MARK OF EXCELLENCE FOR EIGHTY-TWO YEARS



FLOUR FOR PERFECT BAKING



ANOTHER GREAT FLOUR

THE HUNTER MILLING CO.
WELLINGTON, KANSAS



ONLY THE HUNTER MILLS BETWEEN THE WHEAT FIELD AND YOUR BAKERY



O. L. (Roy) Allen

agers and production supervisors, sales managers and sales supervisors are cordially invited—and urged—to attend. Again, attendance is an investment in successful operation, and the small cost will prove inconsequential.

The association has attempted to put together a program that will greatly assist the baking business of the Southeast—but we must have bakers and related personnel attending in vast numbers in order for the conference to produce the desired results.

Last, but by no means least, we believe the allied representatives will get more out of the program than ever before. Allied men, as always, will be relied upon to carry the message back to those bakers who are unable to attend.

I'll see you at the conference—let us all learn to PRODUCE WELL, SELL WELL, GET WELL.

• • •

SBA Announces Main Speakers For Conference

ATLANTA, GA.—An action-packed agenda of speakers experienced in the fields of bakery sales, production and related subjects has been prepared for the Southern Bakers Assn. 8th annual production conference to be held at the Atlanta Biltmore Hotel here Sept. 14, 15 and 16.

"It's Your Year for Baking" is the subject of the address to be given by Paul M. Baker, proprietor of Jenny Lee Bakery, McKees Rocks, Pa., 1958 president of the Associated Retail Bakers of America. Mr. Baker will be the first speaker the opening day of the conference, Sunday, Sept. 14. The entire day will be devoted to retail bakers.

Both Mr. Baker's father and grandfather were bakers. His grandfather established a bakery in West End, Pittsburgh, Pa. He had seven sons who later took over his business and expanded it, operating under the name of "Seven Baker Brothers." Mr. Baker's father, Nicholas J. Baker, was one of the seven brothers. Paul started his career in the baking business at the age of 14, working at odd jobs during summer vacation.

A graduate of the School of Business Administration, University of Pittsburgh, in 1938, he established his own retail firm, The Jenny Lee Bak-

ery, which has seven outlet stores. Mr. Baker is a past president of the Retail Master Bakers Assn. of Western Pennsylvania, having served in 1945 and also 1955. He is also a past president of the Pennsylvania Bakers Assn., serving in 1949. Since 1949 he has served as a director, treasurer, vice president, and currently as president of ARBA.

Ernest Rogers, Atlanta, known as "The Mayor of Peachtree Street," will speak to delegates of the production conference at their luncheon on Sunday, Sept. 14. The title of Mr. Rogers' address will be "More Otherwise Than Wise."

Mr. Rogers has been a writer for the Atlanta Journal since 1920 and is a leading editorial page columnist of that paper. He was a subject of the well known Reader's Digest series, "The Most Unforgettable Character I've Met," in February, 1956. He is the author of two books, both being listed on the top ten of the best seller list. For five years he was a radio news broadcaster.

Mr. Rogers' lecture, "More Otherwise Than Wise," is well paced and full of good clean laughs, and he closes with an inspirational thought that will be long remembered.

Committee members of the Atlanta Bakers Club will wear badges imprinted "Ask me, I know" during the annual production conference.

Clifton R. Scarborough, conference chairman, has asked the president of the Atlanta Bakers Club, Gilbert A. Deason, to have a committee from the club greet delegates at the conference and to act as a source of information to those visiting from out of the city. Other officers of the Atlanta Bakers Club are W. W. Fisch, vice president, and Sam Noble, secretary-treasurer.

The club members will also serve as a committee to meet the speakers on arrival at the Atlanta airport.

—BREAD IS THE STAFF OF LIFE—

Safeway Stores Reorganizes Its Bakery Division

OAKLAND, CAL.—Reorganization of the bakery division of Safeway Stores now provides one company-wide administrative staff headquarters at San Jose, Cal., according to R. W. Church, bakery division manager. Safeway's bakery division operates 27 processing plants strategically located to serve the company's coast-to-coast retail territories.

"Our entire bakery division has been realigned under functional rather than product lines of authority," Mr. Church explained. "This will provide operational efficiency as well as more opportunity for our employees by emphasizing what they do rather than what we produce. It also allows us to locate our division's top administrative executives together and near the company's own national headquarters at Oakland."

Formerly, the bakery division was organized under separate management for each type of product. The new reorganization places all its division operations under a five-member administrative staff located at San Jose, with functional rather than commodity responsibilities.

The buying of all supplies used by these plants will be under the supervision of Robert C. Sackett, division procurement manager. Promotion and merchandising for the division's products have been placed under the direction of William J. Grover, division sales manager.

Safeway's bakery division operates 18 bread baking plants, four cake and pastry bakeries, two cookie and cracker plants and three other operations. The bakery division's new administrative staff headquarters, its accounting offices, and a modern and complete testing laboratory will also be located at San Jose.

Other executives named by Mr. Church in his reorganization announcement included eight department managers: John Parsons, engineering; Charles E. Jones, biscuit and cereal production; Claude Bickley, special production assignments;

Charles Kellogg, promotion and advertising; Russell Briggs, biscuit and cereal sales; Joseph Beck, bread and cake sales; Chester England, candy and dessert sales, and Richard Wheeler, special sales assignments.

All plant operations will be managed by Walter J. Schoendorf, division production manager. Ingredient testing and quality control will be the responsibility of William H. Ziemke, division laboratory manager. John E. Hardin, division controller, will be in charge of all bookkeeping and accounting.

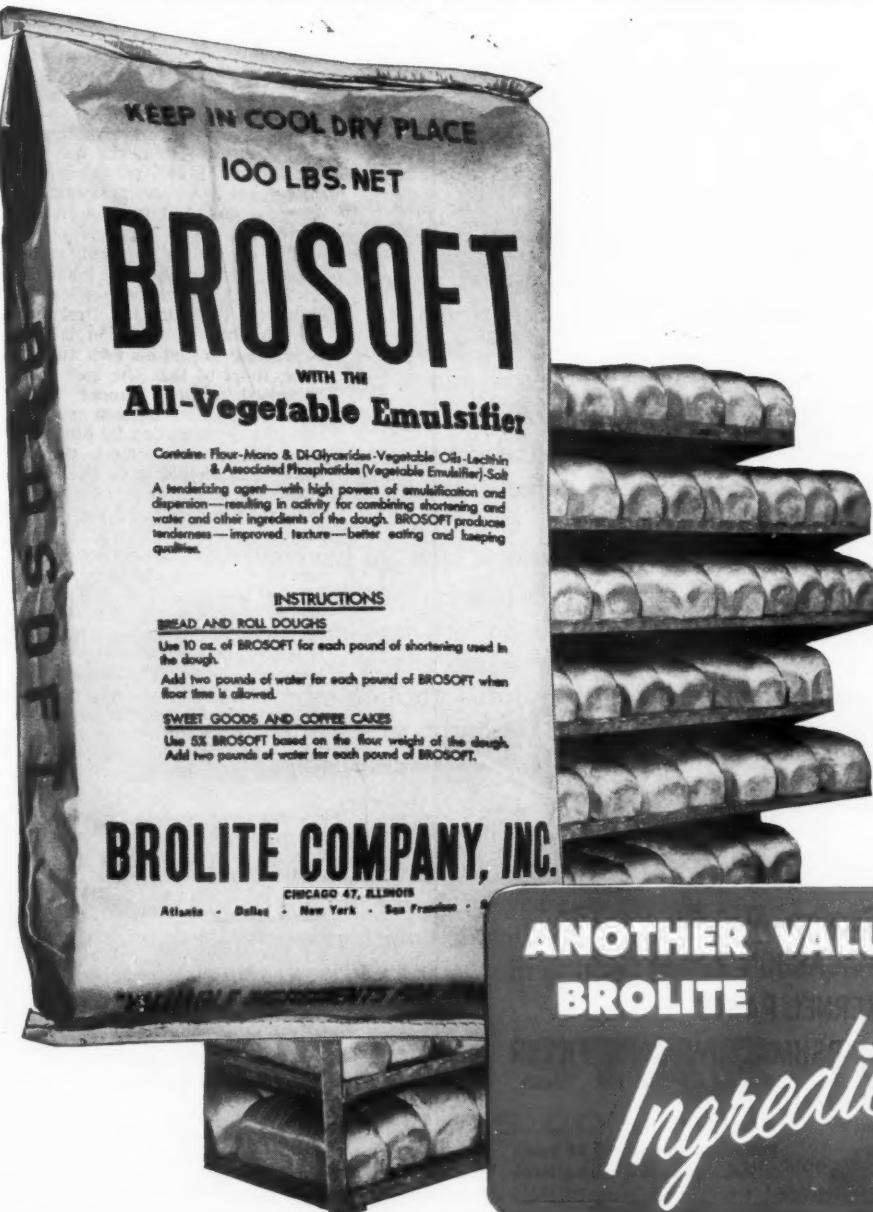
Discontinued under the new reor-

ganization plan were the former product organizations which the company has used as its management identification for many years: Fairfax Baking Co., Famous Cereals Co., Guthrie Biscuit Co., Tuxedo Candy Co. and Jell-Well Dessert Co.

—BREAD IS THE STAFF OF LIFE—

SALES REPRESENTATIVE

CHICAGO—Voss Belting & Specialty Co., manufacturer of belting and allied conveyor products for the food industry, has appointed Massey & Fair, Inc. of Atlanta to represent Voss in Georgia.



Brosoft is a tenderizing agent—a proved ingredient in convenient dry form. Easy to handle, it requires no changes in shop procedures.

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Brolite's trained Bakery Technicians are at your service!

ROUTE SUPERVISORS

(Continued from page 16)

promoted to supervision with no explanation of what was expected of him or what the supervisor's job is. Other supervisors told me that their sales manager had started to train them each Saturday, with a definite program in mind, but the manager would walk through and ask why they weren't out on the routes working, and kept this up until the training was discontinued.

Yes, he has over 200% turnover in his salesmen; he has poor consumer acceptance in the market; his sales department can get customers but can't hold them; he has an average of well over two and one-half times sales outstanding in credit; his salesmen are coming to work and going home at all hours; the route average is, indeed, not what the fine market indicates he is entitled to get; control of surplus is nil and presents a problem to him, and no one in his organization wants a promotion!

The supervisor problem, which, of course, is the problem of management also, is first to properly select candidates for the sales job. Probably the best method of selection is for the supervisor to find his own men. However, short of this, the men must be recruited in some manner by sales management. If salesmen are brought into the organization by other means than by his own efforts, the supervisor then should have the prerogative of accepting or rejecting the candidate after giving him sufficient consideration.

Provided the supervisor has accepted the man, the next step is a proper break-in. The break-in procedure should be standard for all supervisors in the same organization. It is at this point that the supervisor becomes a teacher. To teach, he must have the proper materials as well as an aptitude for getting ideas across to men. Most supervisors need training on how to teach. They need, also, to have organized material, such as a standard break-in procedure.

Once the new man is broken in on the route, the supervisor must know how to program the salesman's activities. Therefore, the supervisor must be a planner, and usually he needs help and training on planning. Here, again, sales management must set the objectives for supervision of such matters—the number of customers, number of bread units, and the other control factors important to the end result of high sales.

Another major problem one hears over the country today is, "Our sales department has no problem getting customers, but our salesmen can't—or won't—hang onto them. We have a problem of customer turnover."

Not too long ago we rode in an airliner which took us from a major city to a smaller city. We came from one plane where the hostesses were polite, well dressed and well trained, to another where the interior soon became a veritable steam bath because of high temperature, no ventilation and high humidity. The customer who sat directly behind us asked the hostess very nicely if something could be done to circulate some air and relieve the condition. She very flatly suggested that, if he would remove his coat everything would be okay, that it really wasn't too bad in the plane. She had very cleverly given the disgruntled customer back his complaint, and he wasn't about to accept it! A running argument between hostess and the passenger ensued, which made the customer more

and more angry. If I am any judge of human nature, that airline lost not one future customer, but 10 or 12. Why? Because an emotionally immature airline hostess had not been trained to handle such a situation.

Emotional immaturity, or negative attitudes of people we have as salesmen dealing with our customers, untrained in the ways of handling them, are the cause by far of the greater percentage of customers leaving our route lists. This is a failure on the part of our salesmen to recognize that the housewife really doesn't need us, because she can buy her bakery goods in a multitude of places; but we surely do need her, and without her we won't have a route or a business. His attitude of, "I don't care whether you buy from me or not; I am better than you are. The customer should be grateful that I come to her door for her convenience. I'll serve the customer in my good, undependable time, as I see fit and when I see fit. If you quit as a customer, someone else wants my goods," reflects a loss of customers to us.

It has probably been enhanced in our business in recent years because of full employment, and our lack of high standards in the selection of route men gives us more immature people than ever before.

We can remedy much of the situation by recognizing that immature attitudes must be changed through effective training by supervision and ourselves.

What is this immaturity and how do you help the supervisor to help the salesman develop the proper attitude toward the customer?

First, the supervisor himself must value a customer. He must be the one who can show appreciation for the customer's business. He teaches the salesman by example. There are some men so constituted they can never be trained to show humility and appreciation. Therefore, they can never stop customer turnover.

Others have the natural, inborn characteristic, very easily recognized—especially by women—of being appreciative and humble. Where this characteristic is not present, but where there is some hope that the man can be trained in the proper attitudes, we have a psychological problem. It is possible, through proper psychological testing procedures and knowing analysis, to determine fairly well the odds as to whether or not either the supervisor's or the salesman's attitudes can be changed.

Credit Control

Another point of great concern to management, sales management and supervision, is the control of credit, within reasonable limits, according to the standards set by management.

Do your supervisors know what is expected of them as an objective in their credit operation? Is your objective 100% outstanding credit in relation to sales? Is it 125%, 150%, or 200%?

Certainly the supervisor has a right to know what is expected of him on the basis of conditions existing on the individual routes over which he has supervision. For example, on a route with the type of territory where weekly credit accounts are established, there will be a lower percentage of outstanding credit to sales. Naturally, on a route where the credit accounts are mostly on a monthly basis the outstanding credit in relation to sales will show a higher percentage. It cannot be emphasized too strongly that the first step in training on credit control is to do

(Turn to ROUTE SUPERVISORS, page 33)

Quality



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- MACAROON PASTE
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Why do so many bakers agree that tomorrow's production planning calls for active dry yeast?

The basic advantages of dry over compressed yeast are pretty impressive. When you add them up, it is not surprising that more and more bakery management men agree that their plans for the near future call for increased use of dry yeast.

There are three main reasons for this trend: dry yeast is adaptable to automated operation; it offers cost reductions; and it has performance advantages.

Automation calls for dry yeast—and more and more automation is required to compete successfully. Dry yeast, for example, is adaptable to bulk handling. Being granular, it can be conveyed by gravity, and can be measured automatically with great precision.

Besides the savings associated with *automation*, dry yeast can offer substantial reductions in *handling cost*. For example, it is lighter, takes less space, and is easier to move. Dry yeast also puts an end to interruptions caused by *daily deliveries*.

Many bakeries which have converted from compressed to Red Star Dry Yeast report these performance advantages: drier doughs with improved machinability . . . more uniform pan flow, producing symmetrical loaves with fewer cripples . . . improved crust color, texture and crumb.

With operating costs continuing upward—and automation a necessity for larger wholesale operations—this is a good time to take a long, careful look at the advantages of dry yeast. Write our Bakery Division for information that will help you make a decision—and for expert technical consultation. No obligation, of course.



America's first plant for exclusive dry yeast production, built by Red Star at Belle Chasse, Louisiana. Watch your technical and trade publications for news of important new developments now under way in the dry yeast field. Red Star leads the industry in sales of dry yeast to bakeries, and is already years ahead in practical experience.

RED STAR YEAST & PRODUCTS CO. Milwaukee 1, Wisconsin

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Worth Looking Into



New Products New Services New Literature

This reader service department announces the development of new and improved products, new services and new literature offered by manufacturers and suppliers. Claims made in this department are those of the firm concerned. Use the accompanying coupon to obtain the desired information.

No. 4180—Packaging Machine Catalog

A catalog describing the redesigned Model 56-G wrapping machine has been released by Battle Creek Packaging Machines, Inc. The company manufactures a complete line of packaging and wrapping machines for the frozen food and bakery fields, among others. The two-color brochure employs pictures, drawings and specification tables to present the machine's features. The 56-G is capable of trouble-free over-wrapping at speeds up to 90 packages min., according to the catalog. Check No. 4180 and mail for details.

No. 4181—Bags for Bakeries

Thilmany Pulp & Paper Co. is currently producing a new line of bags for the bakery trade, available either waxed or non-waxed, both in a choice of five popular pastel colors or white. Print-decoration, in one or two colors, may also be applied at nominal cost in a choice of attractive "stock" designs with no additional cost for en-

gravings or printing plates. Customer's name, address, etc., may also be set from "stock" type styles at no extra charge. Custom designed bags can also be furnished in one or two colors. Artwork or engraving plates may be supplied either by the customer or by Thilmany at actual cost. Write for complete details by checking No. 4181 and mailing the coupon.

No. 4182—Mobile Proof Cabinet

Crescent Metal Products, Inc., reports that a prominent baking firm has been able to set up a "baked while you wait" service at one of its retail outlets by using a mobile CRES-COR proof cabinet next to its oven at the front of the store. The entire process, it is claimed, takes less than an hour after removal from the retarder. The formed breads are taken from the retarder, brought to room temperature, then placed in the CRES-COR proof cabinet to raise. The loaves are then baked and sold while still hot. The shop also rolls the proof cabinet next to its doughnut fryer on occasion and performs the same rapid operation.

Send me information on the items marked:

- No. 4180—Packaging
- No. 4181—Bags
- No. 4182—Proof cabinet
- No. 4183—Fixtures
- No. 4184—Pan Cleaning
- No. 4185—Baking Oven
- No. 4186—Storefront
- No. 4187—Cooler

- No. 4188—New Mix
- No. 4189—Handbook
- No. 4190—Pastry Machine
- No. 4191—Flour Collector
- No. 4192—Starches
- No. 4193—Packaging
- No. 4194—Bulk Handling
- No. 4196—Conveyor Belt

Others (list numbers)

NAME

COMPANY

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Reader Service Dept.

Minneapolis 1, Minn.

For details about this operation, check No. 4182 on the coupon and mail to this publication.

No. 4183—Bakery Display Fixture

Brand new to the line of bakery displays produced by the White Mountain division of the Maine Manufacturing Co. is this new island unit created specifically for a large eastern user of such displays. Now, because



the specifications are of universal application, the new Model S-75 has been added to the regular line of White Mountain display fixtures. The S-75 has three ample shelves constructed of heavy gauge steel, each phosphatized for rust prevention and finished in white enamel with a substantial black enamel base. For additional information on the new Model S-75, check No. 4183 and mail the coupon.

No. 4184—Compound For Pan Cleaning

Oakite Products, Inc., has released a new product for use as a bread and sweet goods pan cleaner for the baking industry. It is Oakite Composition No. 140, said to work fast and safely on aluminum and tinned surfaces in manual or soak-tank cleaning. The compound contains no chromates, apparently eliminating disposal problems. Composition No. 140 is a distinctive light blue in color to prevent confusion with product ingredients. It is also adaptable at low concentrations and low spray pressure for machine washing. For more information, check No. 4184 on the coupon, clip and mail to this magazine.

No. 4185—Electric Baking Oven

The scientific principles employed in a Hotpoint Co. electric bake oven now make possible 15 different heat patterns within the oven at the turn of a switch, say the manufacturers.



Each section of a Hotpoint oven is actually an independently controlled oven with its own thermostat and top and bottom heat-balance switches. Two heat balance switches control the percentage of heat required independently from top and bottom units. The heating units are scientifically patterned to provide even heat, eliminating "peaking" and pan shifting. When the oven section reaches dialed heat, an automatic electricity saver turns off the current. When the section needs more heat to retain temperature, the current is automatically turned on. For details, check No. 4185, clip the coupon and mail to this publication.

No. 4186—Prefab Modern Store Front

A new prefab modern storefront that can be installed in two days to replace old-fashioned plate glass store exteriors has been designed by Vestaglas. Fashioned for the standard 14 to 18 ft. storefront found in thousands of small shops, the new recessed design is a combination of pre-formed stone, aluminum door frame and fibre-glass awnings. Assembled in the Vestaglas factory, the entire package is installed in 48 hours, compared with conventional remodeling which often ties up a store for a full month. For more information check No. 4186 and mail the coupon.

No. 4187—Automatic All-Product Cooler

A new, fully automatic, all-product cooler developed by the food machinery division of Baker Perkins, Inc., involves a new concept of product handling. The manufacturers claim that the cooler can handle any variety of bakery products, bread, rolls, buns, sweet goods, with the advantages of a conveyor cooler without the disadvantages. Occupying less bakery area than floor racks or conveyor type coolers of similar capacity, the new development is flexible enough to handle buns and other short-cooling products as well as bread with addition of an extra stock unloader. Dissimilar products, in this case, follow each other without any production gaps. The cooler also can be built specifically for short-run cooled products. For details, check No. 4187 and mail the coupon.

No. 4188—Quick Mix For Baked Foods

The S. Gumpert Co. has announced the availability of a new ingredient mix, "Puff-It," for making cream puffs, eclairs, French doughnuts and popovers. The preparation is said to consist of one pound of Puff-It added to one pound each of boiling water and whole eggs, mixed until smooth at medium speed or by hand, then baked out to produce an economical mix. For details, check No. 4188 on the coupon, clip and mail to this publication.

No. 4189—Handbook On Equipment

How Rapistan equipment solves materials handling problems in business and industry is vividly told in a 43-page handbook released by The Rapids-Standard Co., Inc., manufacturer of Rapistan conveyors, casters and wheels. In the handbook are nearly 200 on-the-job photographs, detailed explanations and drawings which point up many specific uses for Rapistan conveyors and special-accessory equipment. For details, check No. 4189 and mail the coupon.

No. 4190—Pastry Filling Machine

An entirely new and patented filling machine is now available and being manufactured by Moline, Inc. Unlike other machines, the Moline Auto-Magic Filling Machine is magnetically activated from the top to eliminate the possibility of filling ingredients working down into the base



of the machine. Completely self-contained, this filler speedily fills any and all types of bakery specialties, bismarcks, cream puffs, jelly dough-nuts, eclairs, filled tarts and other cream filled cakes. Uniform amounts of filling are dispensed, filling two pieces at one time, a total of 60 pieces a minute. Auto-Magic Filler has various spouts available for different types of baked foods. For details, mark No. 4190 on the coupon, clip and mail.

No. 4191—Machine Collects Excess Flour

The "Dustbuster," developed by Aget Mfg. Co., is supposed to solve the problems of collecting excess flour before baking pans enter the oven. Forced air from the bakery air supply dislodges the flour, after which it is



sucked up by a specially designed hood and passed through a suction hose to the container of the Dustbuster. Another advantage claimed is the cutting of dusting-flour costs. Reclaimed flour can be sifted and used again. For details, check No. 4191 and mail the coupon.

No. 4192—Pre-cooked Starches Offered

A new line of pre-cooked, cold-swelling starches for the food industry has been developed by Morningstar-Paisley, Inc. Called Redijels, they are said to be highly soluble and dispersible in cold liquids such as milk, juices or water. As a result, they take less time to prepare than cook-up type starches, with saving in labor and heating costs. For more information on these starches check No. 4192 on the coupon, detach and mail.

No. 4193—Packaging Literature Available

A four-page catalog describing the Model 47-H Variety Packager has been released by Battle Creek Packaging Machines, Inc., manufacturers of a complete line of packaging and wrapping machines for the frozen food and bakery fields. The two-color brochure employs pictures, drawings and specification tables in presenting the machine's features. The Model 47-H packager features high speed, trouble-free operation, package eye appeal, flavor sealing versatility and economy, according to the catalog. For this catalog, check No. 4193 on the coupon, clip and mail to this publication.

No. 4194—Bulk Handling Information

A study of sales for the first six months of 1958 by Tote System, Inc., materials handling equipment engineers and fabricators, shows that a number of industries which heretofore had not broken the bulk-handling barrier have joined the trend towards reducing time, labor and disposable container costs. The Tote System of material handling incorporates large bulk aluminum (or steel) Tote Bins which act as shipping containers, storage units and discharge hoppers, and Tote Tilts, mechanisms upon which the bins are placed for 45° tilting to enable discharge. Since the first of the year, Tote has added six major product classifications to its list of more than 40 types of materials already being handled. For more details on Tote System equipment check No. 4194 on the coupon, detach and mail to this magazine.

No. 4196—Conveyor Belt for Bags

Combining a heavy-duty, hard silver duck fabric with a special compound known as "Impregnation 820," Imperial Belting Co. has introduced a new bag conveyor belt which belting users of long standing say gives better performance at low operating cost. Imperial Belting developed Impregnation 820 to resist oils, fats and similar substances. The special compound also lubricates and toughens the fabric, increases its flexibility and contributes to other performance qualities necessary for a bag conveyor operation. If interested in details, clip the coupon, check No. 4196 and mail.

Also Available

The following new products have been described in previous issues and information about them may still be obtained by jotting the appropriate number on the coupon and forwarding it to this magazine.

No. 4146—Temperature control, Illinois Testing Laboratories.

No. 4157—Pneumatic handling systems, Fuller Co.

No. 4158—Pie filling thickener, National Starch Products, Inc.

No. 4159—Wrapping splicer, Butler Automatic Machine, Inc.

No. 4160—Washable cake dumplings, Glo-Brite Products, Inc.

No. 4161—Bulk control catalog, Bin-Dicator Co.

No. 4162—Portable mixer-pump, Led Ballast, Inc.

No. 4163—Paint removal tips.

No. 4164—Cake decorating book, Richard V. Snyder.

No. 4165—Electronic weighing, Performance Measurements Co.

No. 4166—All-purpose pan, Chicago Metallic Mfg. Co.

No. 4167—Glass boxes, Molded Fiber Glass Tray Co.

No. 4168—Shelf fixture, Maine Mfg. Co.

No. 4169—Food conveyor belt, B. F. Goodrich Industrial Products Co.

No. 4170—Oven bulletin, J. W. Greer Co.

No. 4171—Conveyor chain brusher, Fuller Brush Co.

No. 4172—Conveyor, Bunke-Muser, Inc.

No. 4173—Pressure vat, Pfaudler Co.

No. 4174—Wall coating, Selby Battersby & Co.

No. 4175—Cherry flavor, Dodge & Olcott, Inc.

No. 4176—Paint brochure, Charles Bowman & Co.

No. 4177—Management guide, Elliott Service Co., Inc.

No. 4178—Low viscosity syrup, Corn Products Sales Co.

No. 4179—Zip-open package, Pollock Paper Corp.

No. 4180—Doughnut business franchise, Holiday Baked Donut Shops.

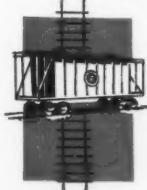
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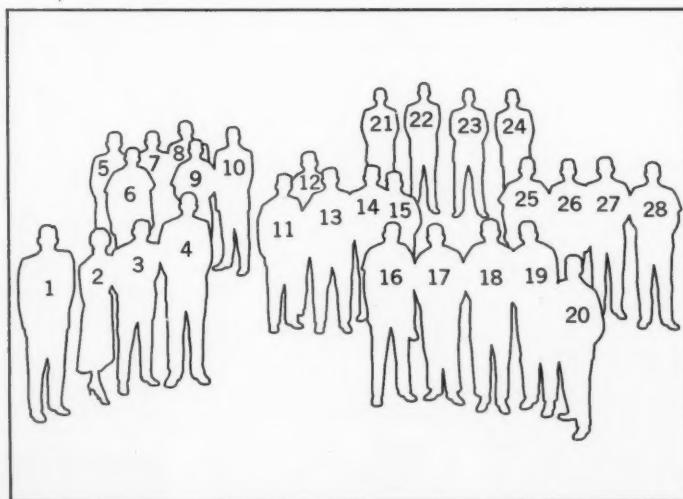
In the mills, the offices, the laboratories, the grain elevators are people dedicated to helping you bake better products and build bigger sales.

It takes all these highly trained people and more to comply with your order for a carload of specially formulated flour or a sack of bakery mix. And to see that each Pillsbury product does the job for you in the oven and at the cash register.





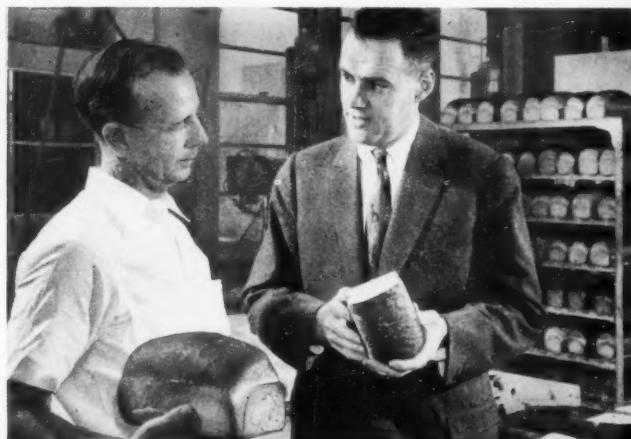
HOW OUR PRESIDENT WORKS FOR YOU. As a flour salesman, Paul Gerot learned that you've got to give customers the best right down the line. As president of Pillsbury Mills, he practices this. He insists on pioneering in food research, product research and milling methods to give you superior products and services year after year. Pillsbury's revolutionary, new Turbo-Milling process is the latest example of this leadership.



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HE GIVES YOU MORE OF WHAT YOU WANT. George Pillsbury, Bakery Products Division Vice President, directs the men who represent Pillsbury to you. He and his men offer you the services of all of the people at left. Technical men who help you solve baking problems. Advertising men who initiate the display ideas and promotions that help you sell more baked foods. Others who work on market research and analysis pertaining to your sales problems. Whenever you need the help of these people, feel free to call on George Pillsbury or your Pillsbury man.



... Your partner in building sales
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AIB LECTURERS

(Continued from page 14)

tive, McDonald & Miller, Inc.; "Work Simplification," Don F. Copell, vice president, Wagner Baking Corp.; "Floor Maintenance," Bruce Leidel, vice president, Du-Pro Systems, Inc.; "Inspection and Lubrication Schedules," Fred Leason, Jr., plant engineer, Interstate Bakeries Corp.; "Boiler and Pressure Vessel Maintenance," E. W. Resell, supervising

inspector, Mutual Boiler & Machinery Insurance Co.

Scheduled subjects and lecturers from the institute's own staff are: "Problems in Communication" and "The Plant Engineer as an Instructor," Dr. Robert W. English; "Maintenance and Product Control," William Walmsley, principal emeritus; "Significance of Dough Properties and Machine Control," R. Wallace Mitchell; "Insect and Rodent Control" and "Sanitation of Bakery Equipment," Louis A. King, Jr., and Philip T. McDonald; "Ingredient Storage," Charles L. Ulie; "Training

Maintenance Personnel" and "Bakery Electronics and Instrumentation," William M. Schieb.

Other participants will be W. C. Roth, supervising production superintendent, and Troy W. Dodd, vice president, American Bakeries Co.; Leo Burke, production supervisor, and Warren Grantham, regional production supervisor, Continental Baking Co.; Louis E. Castor, president, Keig-Stevens Baking Co., and Tom Flood, Burny Brothers, Inc.

To obtain application blanks write to Registrar, American Institute of Baking, 400 E. Ontario St., Chicago.

Oklahoma State Baking School Course Outlined

OKMULGEE, OKLA.—With the advent of another academic year for schools and colleges across the country, the School of Technical Training at Oklahoma State University has issued full details about its baking school course.

Oklahoma State offers a thorough one-year course in practical and technical training to young men and women to qualify them for bakery production jobs.

According to J. C. Summers, baking department manager, there is at present, and will be in the future, a great demand for men and women with technical training and experience to fill jobs as assistant foremen, foremen, production managers, finishers and decorators in retail, house-to-house and wholesale bakeries, and in cafeteria baking departments. These jobs pay \$65 to \$75 per week starting wages. Many good jobs go unfilled for a lack of a sufficient number of graduates, said Mr. Summers.

New classes start the first of January, May, and September. The length of the course is four semesters of 16 weeks each, or one year. Tuition is \$36.25 for residents of Oklahoma, and \$61.25 a month for non-residents.

Rooms are available in the college dormitories at \$11 to \$14 a month, and apartments at \$26 to \$38 a month. Meals may be had in the college cafeteria. Laundry, dry cleaning, shoe repairing and automobile departments offer reasonable services.

There are no rigid entrance requirements for those desiring to enroll for training. Ninth, 10th, 11th, or 12th grade training is all that is necessary, since English and mathematics as well as business practices and human relations are taught.

Students are required to devote four hours daily, five days week, to shop training in commercial bread and rolls, or the cake and pastry shop, and two hours to related subjects, including bread and cake theory.

Fifty-dollar scholarships are given to out-of-state students each semester. There is also a student loan scholarship fund available from which students needing financial assistance while training may borrow amounts not exceeding tuition charges. Loans are repayable within not more than two years after graduation. No interest is charged on these loans.

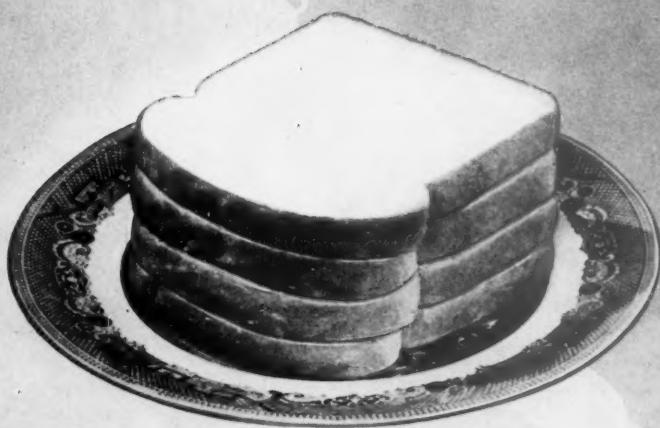
Anyone interested in training should write to J. C. Summers, Oklahoma State Tech., Okmulgee, Okla.

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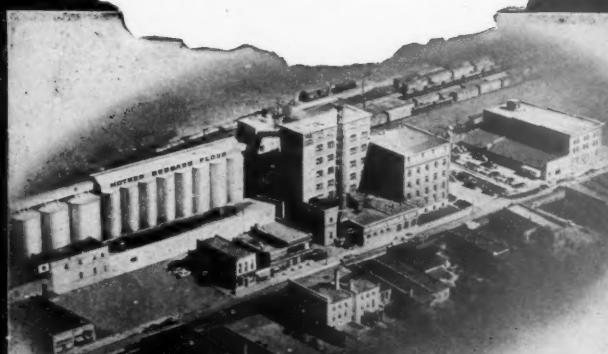
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TIRE PRESSURES—These drawings illustrate the effect of over-inflation and under-inflation on the tread of a tire. Over-inflation leads to rapid wear in center of tread, under-inflation to wear on tread shoulders. In his accompanying article, John Brewster, manager of truck tire sales for the B. F. Goodrich Tire Co., explains the damage which results from over or under-inflation, and offers suggested methods of eliminating harmful effects, thereby prolonging tire life.

Proper Care of Bakery Truck Tires Entails Knowledge of Air Pressure

By John Brewster

EDITOR'S NOTE: Mr. Brewster is manager of truck tire sales for the B. F. Goodrich Tire Co. His article, under the title, "Air Pressure—One Secret to Top Tire Performance," was prepared from his lengthy experience in the field of tire sales.

♦ ♦ ♦

AKRON, OHIO—As a tire salesman with 20 years of experience, I know that tires are considered one of the most expensive pieces of equipment on bakery trucks. But let me add this: "By giving tires proper care and thereby obtaining maximum miles of service from them, they become one of the most economical items on the trucks."

The tires on trucks are made of the finest rubber compounds and cords that engineers can develop. But, like the engine under the hood, they require care and maintenance if owners expect them to give top performance. Like the engines they can break down and fail and take trucks out of service.

But it is a lot easier to maintain tires than it is the truck engine. Any experienced tire serviceman will name one thing above everything else as the main cause of excessive tire wear: "Improper air pressure for the load carried."

This is logical because the tire does "not," as many people believe, carry the load. It is simply the container that holds the air. Air holds up the load. And air, not the tire, absorbs road shock. Air, in the proper amount, will support the load and absorb road impacts without putting abnormal stress and strain on the tire.

Actually, it is amazing that a simple thing like air pressure should mean so much in getting the most out of a tire. It is equally amazing that many truck operators do not take the simple precaution of checking the air pressure in their tires except when one or more of the tires appear low. One does not have to be a mechanical engineer to check air pressure. All he has to do is get in the habit of making such a check about once a week and the most frequent cause of tire trouble has been whiped.

Over-inflation is one of the greatest causes of tire damage. It does not, as many people seem to think, compensate for overloading. I have been shocked many times by operators who tell me that over-inflating adds strength to the tire. Nothing could be further from the facts. Over-inflation actually weakens the cord

body by reducing its ability to absorb road shock.

To get down to the cold technical facts, over-inflation leads to 1. Rapid wear in the center portion of the tread; 2, increased tendency toward bruises and impact breaks; 3, excessive strain on beads and rim; 4, abnormal tire growth, stretching of tread and tread cracking; 5, abnormal stresses and strains in the tread that lead to tread separation; 6, more cuts and snags; 7, harder riding and reduced cushioning; 8, reduced traction and skid resistance because less tread comes in contact with the road.

By the same token, underinflation has its dangers, too. Tires basically are designed by engineers to operate at certain recommended inflations which provide normal flexing with proper deflection and road contact. If this flexing is changed from the normal by underinflation, you will not get the service expected.

Under-inflation leads to, 1, Tread wear on the shoulders; 2, irregular

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September, 1958

THE AMERICAN BAKER

31

tread wear; 3, excessive heat, causing ply separation; 4, increased tendency to bruise and, 5, tread separation.

Now let us take a look at another factor that causes excessive tire wear and is tied in with air pressure—overloading. Overloading causes many kinds of cord body breaks. Normal flexing of a tire can continue indefinitely without causing appreciable damage to the cords. But a tire overworked or overflexed from overload generates abnormal heat. The cords become fatigued and break.

Now here is the point I want to emphasize again: The rated carrying capacity of a tire cannot be increased by inflating it beyond the recommended pressure. Increased pressure does not add strength to a tire. It reduces reserve strength, instead.

The load and inflation table issued by the Tire and Rim Assn. should be a "must" piece of literature for drivers. Every driver should have a copy. It will tell them at a glance what loads can be carried at various tire inflation pressures without weakening the tire. For example, the table will tell any driver whose truck is equipped with 8.25-20, 10-ply tires that with 40 lb. air pressure, he should not carry a load weighing more than 2,400 lb. on his truck. At 45 lb. air pressure, the top load is 2,570 lb. and at 60 lb. air pressure, 3,040 lb. is the maximum. He should be told that if the load exceeds these figures, the tires on his truck will not give maximum performance and will probably fail prematurely.

Change Pressure

Drivers might consider it a lot of unnecessary trouble to change the air pressure to fit the load. I will admit it is a bothersome chore but it is well worth the effort to get the most out of your tires.

Take the case of a 10.00-20 tire, which day in and day out can operate at 75 lb. per square inch and carry a load of 4,580 lb. With a load of only 3,600 lb., the air pressure should

be reduced to 50 lb. If it is not reduced, you sacrifice mileage, which is the same as sacrificing money.

It is wise to insist that drivers or service people learn how to get the longest wear out of tires and carry out the steps to get top service.

Here is a check list as a guide to making truck tires last longer:

1. Maintain recommended or rated air pressures at all times. Check air pressure in tires at least once a week. (Note: Always correct inflation when tires are cool.)

2. After changing a tire, check the air pressure after a few miles of service.

3. Check valve caps regularly. See that they are screwed on tightly. If air pressure drops, check for slow leaks. Repair immediately.

4. Do not run a tire constantly on the same wheel; instead shift tires from wheel to wheel every 5,000 miles at least to insure even wear.

5. If tires are carrying less than the recommended maximum load, adjust air pressure downward to correspond to the actual load carried.

6. Have wheel alignment, front and rear, checked regularly.

7. Do not "bleed" to relieve "build-up" of pressure. Tire design recog-

nizes that the tire temperature will increase when the tire is in service and allows for the normal "build-up" of air pressure. Tire temperature will remain within limits that are not harmful to the tire when used with the recommendations for load and air pressure.

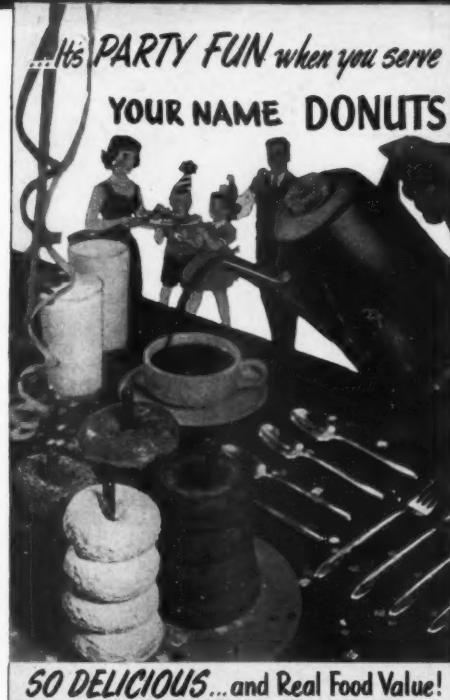
8. If excessive build-up of air pressure occurs, either load or speed or a combination of both is responsible. Either load or speed or both must be reduced to obtain normal service.

9. Use the size and type of tire that has the capacity to carry the load.

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NETWORK TV, RADIO,
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To promote party fun theme, DCA—on behalf of all bakers—is spearheading greatest Donut Month Drive. Gorham Silverware Co. and The Universal Coffeematic Mfg. Co. are each running big national ads spotlighting donuts. Continuous bombardment of donut publicity: TV, radio, national magazine stories; movies, food pages; feature stories in newspapers, etc. Countless Halloween, dunking and general donut stories.

Cash in! Bigger donut sales ahead for you. Get tailor-made tie-in material, routemen's contests and merchandising tools. Act today!

DCA OFFERS YOU COMPLETE TIE-UP MATERIAL TO PUT ON A DONUT PROMOTION



DCA Food Industries Inc.
45 West 36th St., New York 18, N.Y.

Please send me information about your October Donut Month Promotion.

Individual.....

Name of Bakery.....

Address.....

City..... Zone..... State.....

WHITE WHEAT
Low Protein Cake
and Cookie Flours
AMENDT MILLING CO.
Monroe, Mich.

DIXIE LILY
Plain and Self-Rising
A Flour Without Equal
Anywhere

BUHLER MILLS, INC.
• Mill & Gen. Offices, Buhler, Kansas
• Southern Regional Office, 3387 Poplar Ave., Memphis 11, Tenn.

DCA FOOD INDUSTRIES INC.
45 West 36th Street, New York 18, N.Y.

West Coast 1255 47th St., Oakland, Calif. Canada—579 Richmond St., W., Toronto

ROUTE SUPERVISORS

(Continued from page 22)

fine standards or objectives on particular routes.

What is the company's credit policy on weekly, bi-monthly or monthly accounts? Do your supervisors know the rules for extensions? Do the supervisors know the fundamental rules for operating on a credit basis? Does he know how to set up, with the customer, the dates for payment? Does he know how to ask for the money? Does he know how to give extensions

and set dates on them? Does he know how to check with the salesman, by thumbing through the book and asking questions, how to motivate the salesman to make collections? Does he have, or is he furnished, collection stories which he can put into the mouths of his salesmen to facilitate better collections? Here, again, the supervisor, by example, can control credit and make credit a sales advantage rather than a disadvantage.

There is a great deal of discussion as to the number of hours necessary to run a good volume route. Another way of putting it is, how efficient are the salesmen in the field? For a great

many years time and motion studies have been used by industry as a whole to make the job more simple and easier. Industry has succeeded in making great strides in simplifying so that people may produce more.

How do you train supervisors to make time and method studies? The same procedures apply that are used in industrial plants. It is possible to give supervisors stop watches to measure each segment of the salesman's job. Generally speaking, there are six general categories of activity: 1. Loading up and checking in (those things which he does around the loading and check-in areas); 2.

driving to and from his route; 3. driving on his route; 4. time spent serving customers; 5. time spent in and around the truck, marking his book, packing his basket, rearranging his load, etc.; 6. time out for rest stops and delays.

After analyzing thousands of home-service routes, it has been found, for example, that time spent serving customers—the time the salesmen spend after he leaves his truck until he gets back to it—is only one-third of the total day expended in this category; yet, this is the only factor during which the salesmen and the company are being productive on sales. When these categories are further broken down with such items as "Calls Per Hour," "Contact Time," "Sales Per Customer" and some 30 odd areas, it becomes readily understandable why the hours put in by salesmen are unproductive. Until sales management and supervision have these facts available, it is usually impossible to cut hours.

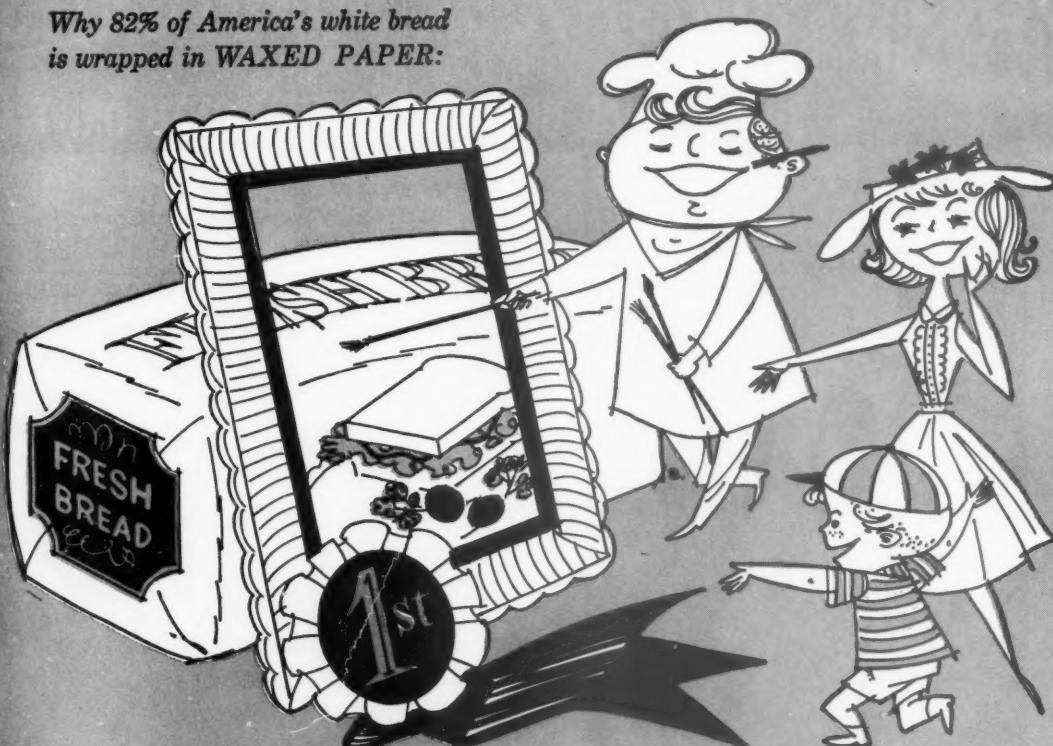
Forcing the salesman to dog-trot or run is not the answer. Here, as in every case where the supervisor is in need of training, management or sales management must put into his hands the materials with which to train, as well as giving him the best methods with which to do the job.

Of course, there are some operators who have no low-volume or dog routes. These supervisors have no problems.

If you do have low-volume routes due to turnover or some other factor, does your supervisor have a poor attitude when he breaks in a new man, is he apologetic to the customer and the new salesman, showing a defeatist attitude toward both?

Certainly the supervisor should be trained to meet the low-volume route situation with a positive attitude to cement the customer to the new man. If necessary, he should be given a sales story to use in the presence of the new man and the customer, a story which is a part of the standardized break-in procedure. Do your supervisors know what to say to a (Turn to ROUTE SUPERVISORS, page 38)

Why 82% of America's white bread is wrapped in WAXED PAPER:



Packaging masterpiece wins prizes for genuine taste-excitement!

Bakers know appetite appeal adds more sales Impact to lower-cost WAXED PAPER wrappers

No wonder bakers agree it's sound sales strategy to cash in big on *appetite appeal*. When pictured in use, your brand bread shows off at its tastiest golden best on Waxed Paper. What's more, shoppers know this shining, inviting, fresh-looking wrapper promises a delicious loaf inside—and delivers it! But that's not all...

- **Lower Cost**—Real profit potential! Records prove costs diminish, sales shoot up with initial wrapping in economical Waxed Paper. Always a ready, steady supply available to meet every production need!
- **Billboards Your Brand**—Power-packed impact! Your name stands out, gets the attention that multiplies

sales. Waxed Paper sharpens colors, intensifies brand identification in stores, at home or on the way. Result: impulse sales on sight, repeat sales that really add up!

• **Vitamin Protection**—Consumers look for, select the loaf that's vitamin enriched. Waxed Paper safeguards added nutrition in white enriched bread for customers' better health, satisfaction. They come back again—and again—for the loaf they like!

• **Freshness Protection**—That just-baked flavor and texture are sealed in! Bread stays fresh and delicious for the life of the loaf! Waxed Paper handles better, too. Opens easier. Folds shut, stays shut!

Waxed Paper teams up with the experience and know-how of America's top converters. Gives your product the protection and modern design packaging that build bigger bread business. For expert packaging help, see your Waxed Paper salesman today. Or write us, phone us direct.



WAXED PAPER MERCHANDISING COUNCIL, INC.
36 South Dearborn Street, Chicago 3, Illinois • STate 2-8115



Dependable Spring Wheat Flour

CORNER STONE • OLD GLORY

CHIEFTAIN • GOODHUE

Bulk or Sack Loading

LA GRANGE MILLS

RED WING, MINNESOTA

FOR MEN IN MOTION



Like other successful business leaders, the top-level bakery executive has *many* interests. He is a "man in motion". A student of world affairs, international trade and economy. He wants to know what's happening in the fields of engineering, scientific research and education. He follows news of government, agriculture and other industries.

All affect his business... just as ingredients *directly* affect success in baking. To assure absolutely uniform baking results, the "man in motion" depends upon Drinkwater Flour.

MORE SOUTHWESTERN BAKERS HAVE USED DRINKWATER FLOUR FOR MORE YEARS THAN ANY OTHER BRAND

DRINKWATER FLOUR

Morten Milling Company, Dallas, Texas

A Division of Burrus Mills, Incorporated



JEWEL TEA

(Continued from page 12)

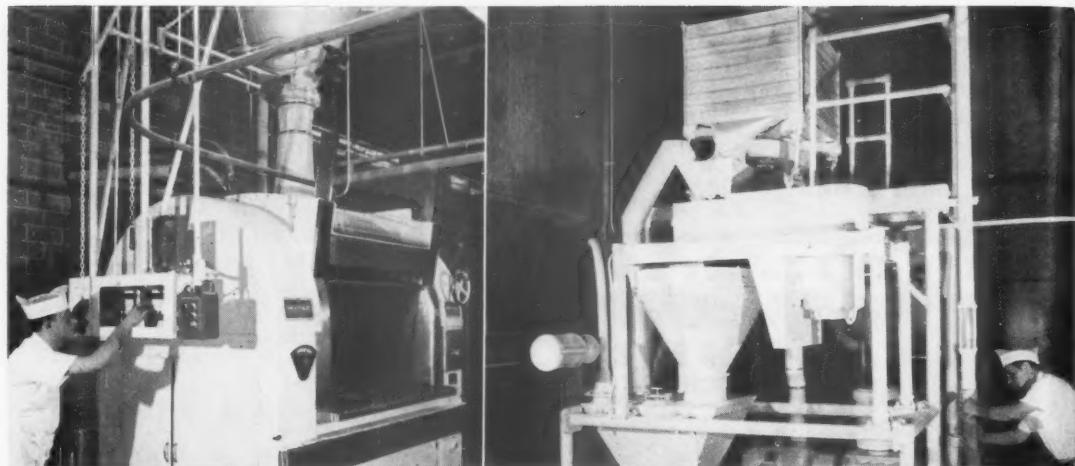
down and shake the cloth when the cloth has an excessive dust loading. The switch then restarts the system. Flour dust collected is introduced into the airline and re-joins the stream of flour enroute to the proper bin.

Each storage bin is equipped with a high and low level indicator. The high level signal indicates a full bin on the control panel and stops the system in its regular sequence.

The same man who operates the unloading system also selects the proper storage bin to withdraw from for the mixing operation. This system is designed to either draw flour from a single storage bin or from any combination of the four storage bins in the proper proportionate blend for the bakery at a conveying rate of 200 lb. min. The control panel has indicating lights and selector switches for each bin, as well as a cleanout control which enables the operator to remove residue flour from a bin and the collecting screw conveyor when the low level indicator shows it is empty.

The starting button for this system is not on the main control panel but, instead, is located at each of the three mixer stations in the adjacent room. Interlocking controls make it impossible to deliver flour to more than one scale at a time.

When flour is needed for mixing, the mixer operator sets his scale to the desired weight of flour for the batch to be mixed. Then, if the system is available, as indicated by an amber light on the control box adjacent to the scale beam, he can start



AUTOMATION PLUS—At the left, the Fuller Airveyor at the Jewel Tea bakery plant in Melrose, Ill., delivers flour to a scale hopper above one of the mixers. The operator sets the scale arm for desired weight of flour, which he will later mix with materials delivered into the mixer through the loading door visible at the front. At his right

the system to deliver the desired quantity of flour automatically to the scale hopper.

The flour is collected from the storage bin by a transfer screw conveyor and delivered to a revolver feeder where it is entrained in an air stream for delivery to a single-stage receiver and then into a gyratory type sifter. Following the sifter, it is discharged to a small holding hopper, under which a second revolver feeder is located to re-entrain the flour in a separate airstream for delivery to the scale hoppers. This line passes over each of the three scale hoppers and returns to a cyclone located im-

mediately above the holding hopper. At each scale hopper there is a valve to either direct flour into the scale hopper or by-pass it.

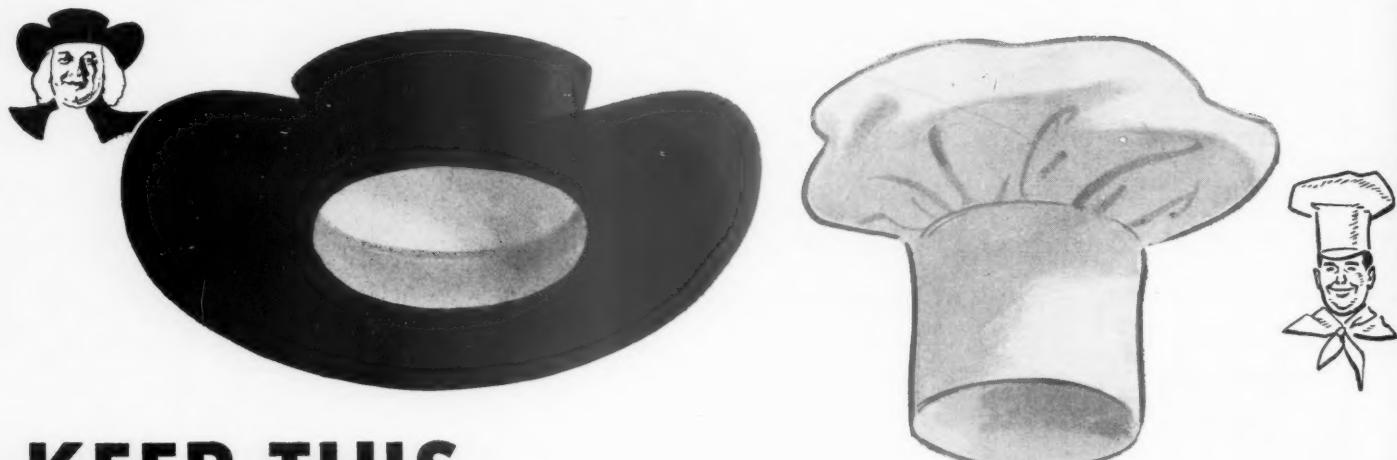
When the scale indicates that the proper quantity of flour has been delivered, the valve immediately returns to the by-pass position and the feeders in the system are stopped. The blower continues to operate, purging the line of any excess flour, returning it to the holding hopper, where it will be the first flour to be re-entrained in the next batch delivered to the mixers.

At the end of any cycle, the amber lights on all mixer control boxes will

is a start button which operates the system. The chain over the scale manually releases the batch of flour from the scale hopper to the mixer. In the picture at the right is the initial step in the bakery's fluidized flour handling system. The Airslide car unloading line is being connected to the flour handling system.

again indicate that the system is available for use. The blowers will continue to operate for a short time, so that restarting will not be necessary if a batch is needed at another mixer within a reasonable time. Upon shutdown of the blowers, the dust collector is automatically shaken to clean the filter cloth, and—like the unloading system—this dust collector is equipped with a safety device to prevent excessive dust loading on the filter cloth.

The bakery started operation in April of 1957 and within a relatively short period of time had attained full design production.



KEEP THIS UNDER YOUR HAT:

QUAKER BAKERS FLOUR is specially designed for the specific needs of the modern baker. Costing no more than ordinary flours, this highest-quality short-patent flour has the *versatility* to create superior results in every bakery item you produce.

Call . . . Write . . . or Wire to:

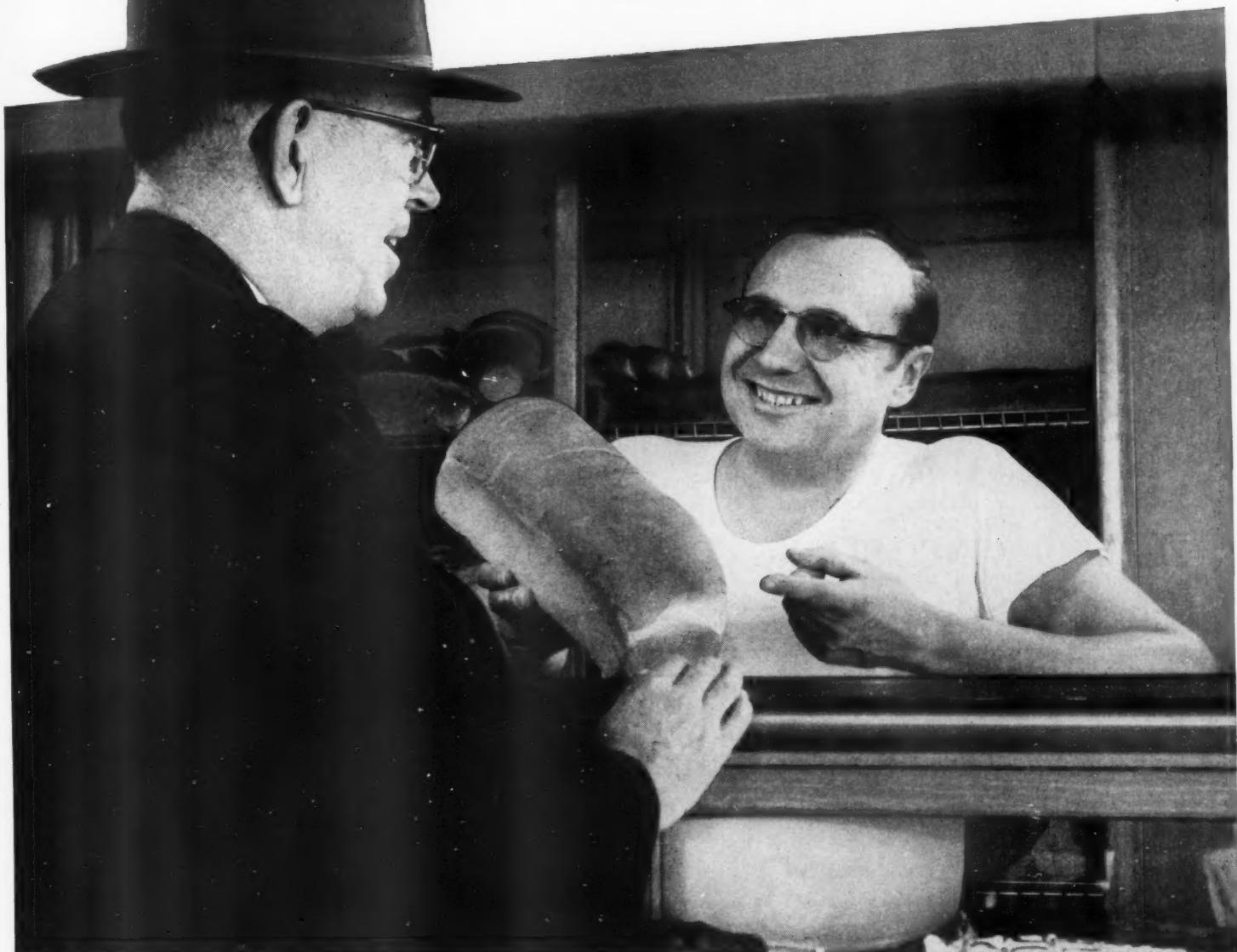
The Quaker Oats Company

Chicago, U.S.A.

Mills at Cedar Rapids, Iowa • St. Joseph, Mo. • Sherman, Texas
and Los Angeles, California



*"In the bakery business...
we know it satisfies!"*



John Lukach, Northbrook Bakery, Minneapolis, shows "Mr. American Farmer" where the story of "From Field to Flour" ends.

This is what King Midas has done: "From Field to Flour." A successful result of combining these methods; to buy the best quality wheat obtainable;

to process it with the most up-to-date milling equipment; to protect and maintain quality by scientific methods and milling experience; and the last and most important is to satisfy the bakers' needs.

Bakers both large and small know that this is the King Midas story that is enacted for them each day.

King Midas **FLOUR MILLS**
MINNEAPOLIS  MINNESOTA

*On the job
when it counts...
AMERICAN NATIONAL
RED CROSS*



ROUTE SUPERVISORS

(Continued from page 32)

customer when they are breaking in a new man to integrate the customer and the new man? If they do not, it is the responsibility of sales management to supply them with the proper tools.



Further, does the supervisor know what is expected of him when he has the assignment of building a low-volume route? Here again, as in the case of credit, the objectives of the supervisor should be well defined. Usually, one of two situations develops. In the first the supervisor goes out on a low-volume route, builds dollar volume himself, most of which is lost within a week or so after he leaves the salesman. In the other case the salesman and supervisor together build the customer count, the bread units and a programmed increase after the supervisor leaves the route. In the first example the supervisor gets great satisfaction for himself, which is all that is accomplished. In the latter case, however, he is training the salesman in the fundamentals of reaching a high customer count, high bread units, with, of course, due

emphasis on merchandising for high sales.

Training the supervisor in the proper methods of raising low-volume routes is a planning problem for sales management. The sales manager should sit down with the supervisor and the salesman and analyze the problems on the route. Then and there the objectives should be set for both. Such objectives are the customer count to be reached, the number of bread units to be obtained, a method of merchandising, the number and treatment of credit problems, and any other problems particular to the route and territory. These planning sessions held by the sales manager are the very means of training supervisors to get results on low-volume routes.

Another major part of the supervisor's job lies in the area of controlling returned merchandise. Starting with the control of orders, he should know that the "net sell off" of bread on a well-organized route under normal conditions will not vary plus or minus two loaves of bread from Monday to Monday, or any comparable day from one week to the next. So orders, if properly made out and checked, can control the return picture.

His ability to teach the men how they stand at any given time, or periodically during the day, together with corrective measures for disposing of over-supplies or handling under-supplies through proper merchandising, makes the supervisor the key man in this control. But, unless he understands these principles and how they work, unless he has been trained in the mechanics of these controls, he doesn't do the job.

Here again, does the supervisor understand the company's objective or standards on surplus? When he runs a route, does he set a good example for his men? Teaching the supervisor to control orders requires a constant, never-ending procedure on the part of sales management when a route is out of control on surplus.

The mechanics of control are found in the experience of what is known as "sell off" on routes. If the supervisor does not have time to analyze the order, returns and wagon stock sheets, then it should be done by sales management and the facts placed before the supervisor.

The training procedure constantly calls attention of the supervisor to these facts on the routes not in control, finally causing the supervisor to make the analysis himself. The supervisor must also be trained to check orders of salesmen in his division each day.

We have previously stated that supervisors are the first line of management, so we ask the question: What is being done to find potential supervisory material among the salesmen in your organization? The constant cry in the home-service bakery industry is for better supervisors and sales managers. In our industry there is probably more "pirating" between competitors in this field than any other.

How "do" you develop supervisors? Long ago we should have discarded high sales as being the only qualification. I believe that in every home-service organization there are men who are, perhaps, not the highest in sales, but who have qualifications for supervisors, the two most important being: (1) Can the man teach and (2) can he get along well with men? Is it possible to test for these qualifications?

This is the test. If you can send new men with a salesman who seems

to have qualifications for supervision and the salesman can teach the new man and get him to do the fundamental things that are necessary for route building, then there is a possibility of making a successful supervisor. This procedure can be started by having new men take check-rides with these "candidates" for supervision and having these "candidates" report daily on their findings of new men.

Where it is not company policy to have formal class-room training, the new salesmen can be sent with the "supervisor candidate" for a week or two weeks training, following an organized procedure. If the new man produces well when assigned to a route, you may have a good prospect for supervision.

Further, it is possible through psychological testing to measure, at least to some extent, the supervisor candidate's strength with regard to handling people. It is not unusual, outside of the baking industry, to use such measurements in upgrading employees. At least this information, together with such practical testing as suggested above, is a much better criteria than choosing supervision on the basis of seniority, high sales, or prejudices.

In conclusion, in training or re-training supervisors, certainly the supervisor must know the policies and objectives of the company, and perhaps they should be developed out of supervisors themselves in classroom meetings and discussions in order for them to feel that they have had a part in setting policies and objectives.

During this discussion there has been mentioned time and again the word "planning." Planning which is done by sales management in the presence of supervisors and salesmen is a method of teaching supervision how to plan. Each route has problems individual to that route. Each salesman is different from his brothers. Sales management should analyze the individual route problem and, through example in the planning session with the supervisor and the salesman, teach the supervisor how to plan. What are the objectives on this route in terms of customers, bread units, credit and merchandising?

The home-service industry has not changed in its need for improvement of good sales supervisors, and we predict it will always be thus as management's first line of defense.

HIGH GLUTEN FLOURS
For BakersThe Morrison Milling Co.
Denton, Texas
Emphatically IndependentMichigan Soft Wheat Flour
Plain and Self-RisingKing Milling Company
LOWELL, MICHIGAN

KNAPPEN MILLING COMPANY

Producers of
BEST QUALITY MICHIGAN
CAKE & BAKERY FLOURS
AUGUSTA, MICH.
TEL: Redwood 1-3222DAVID HARUM
BAKERS FLOURFrom Nebraska's
Choice Winter Wheat
LEXINGTON MILL & ELEV. CO.
LEXINGTON, NEBRASKA

Good Bread is the product of perfect fermentation

ANHEUSER-BUSCH, INC.
Bakery Products Division

GOING STEADY



STAN-EX—a high quality egg yolk replacement product for sweet rolls, coffee cakes, doughnuts, cookies and partially baked goods.

STAN-WHITE—stabilized powdered egg whites, for angel foods, layer cakes, cookies, icings, pie fillings, meringues, marshmallow and other toppings.

DISTRIBUTED BY

STANDARD MILLING COMPANY

GENERAL OFFICES: 1009 CENTRAL ST.

KANSAS CITY 5, MISSOURI



Cable Address "RAYBAR"

TIDEWATER GRAIN COMPANY

Receivers - Shippers - Exporters
Export and Domestic Forwarders

Members all leading Exchanges
Established 1927

Bourse Building Chamber of Commerce
PHILADELPHIA 6, PA. BALTIMORE 2, MD.

You can make better bread with
SUNNY KANSAS Flour
WICHITA
Flour Mills, Inc.
WICHITA, KANSAS

The Williams Bros. Co.

Merchant Millers KENT, OHIO, U.S.A.

Millers of Soft Winter Wheat.

We specialize in laboratory controlled
production of superior Cake, Pastry and
Cracker Flours from carefully selected
wheats.

"Best Out West"

"Red Chief"

Four Top Notch Spring Wheat Flours
Sheridan Flouring Mills, Inc., Sheridan, Wyo.

"Diamond D"

"Wheats Best"

Oct. 26—Bakery Equipment Manufacturers Assn., fall meeting, Hotel Sherman, Chicago, Ill.; sec., Harold Fiedler, 20 N. Wacker Drive, Chicago, Ill.

November

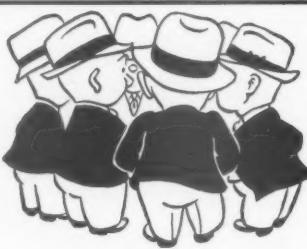
Nov. 2-4—Kentucky Master Bakers Assn., annual convention, Netherland-Hilton Hotel, Cincinnati, Ohio; sec., Al Wohleb, 743 Loretto, Louisville 11, Ky.

Nov. 3—Connecticut Bakers Assn., Inc.—Annual Convention, Stratfield Hotel, Bridgeport; sec., Charles Barr, 584 Campbell Ave., West Haven 16, Conn.

Nov. 17-18—New England Bakers Assn., fall convention, Sheraton Plaza Hotel, Boston, Mass.; executive sec., Herbert J. Schinkel, 120 Boylston St., Boston 16, Mass. (For members only.)

BROKERS APPOINTED

CINCINNATI—The Driscoll Brothers Co. has been named Cincinnati broker for the Max Ams Co.



TRADE PULSE

● Announcement has been made of Richard R. Dupree, chairman of the board, Procter & Gamble Co., Cincinnati, being selected to receive the 1958 Henry Laurence Gantt Gold Medal for "distinguished achievement in industrial management as a service to the community." The award will be presented at a luncheon in the Georgian Room of the Statler Hotel in New York Sept. 24.

● A new advertising counseling division with services gauged to the particular needs of bakers and bakery equipment manufacturers has been created by The W. H. Long Agency, 5347 N. Santa Monica Blvd., Milwaukee. W. H. Long, president of the Long Agency and a member of the American Society of Bakery Engineers for several years, will supervise services of the division and its associate consultants on all phases of advertising, marketing and public relations problems affecting the baking industry.

Before moving his business interests to Milwaukee in 1956, Mr. Long was a principal in advertising agencies in York, Pa., and Dayton, Ohio, which numbered among their clients several representative advertisers in the field, both bakers and equipment manufacturers.

"We believe the baking industry requires and justifies a specialized, purely objective counseling firm dealing exclusively with the promotional problems and public or trade contacts of the industry," Mr. Long stated. "The future of the baked foods business, in our opinion, is largely tied to its ability to secure a greater share of the average housewife's food dollars. At the same time, bakeries must reduce the impact of rising sales, labor and equipment costs by obtaining greater volume on profitable products."

The new operation will employ the services of Long Agency personnel and associate consultants in various parts of the country to plan, budget and, where desired, prepare coordinated promotional programs, tailored especially to bakers' and equipment firms' needs. Detailed situation surveys and studies will precede recommendations in all cases, Mr. Long said.

● Burdett Manufacturing Co., Chicago, manufacturer of ovens, has appointed H. A. Anderson as chief engineer. Mr. Anderson formerly was associated with Gas Machinery Co., Cleveland; Lindberg Industrial Corp., and Sunbeam Corp.

● General Foods recently elected three new vice presidents, including the first woman in company history: Miss Ellen-Ann Dunham, Charles A. Kolb, and Albert L. Cuff. Miss Dunham is in charge of General Foods kitchens.

● The appointment of Martin D. Blumenthal to the newly created position of supervisor, materials handling containers sales of Continental-Diamond Fibre Corp. (a subsidiary of The Budd Co.), has been announced by F. M. Grauer, vice president for

marketing. Mr. Blumenthal will be responsible for special coordination and assistance to the various sales districts in the field of materials handling containers sales. This will include establishment of new dealers, sales to new and existing dealers both for present and new applications, and development of special designs. After joining the firm in 1956 in general sales, Mr. Blumenthal was transferred to materials handling sales in the Philadelphia district in 1957. He had previously attended Penn State and Temple University and, at present, lives in Chester Springs, Pa.

● The appointment of Franklin N. Bent, acid superintendent at Hercules Powder Co.'s Parlin, N.J. plant, as assistant manager of the company's Huron Milling Division plant at Harbor Beach, Mich., has been reported. Mr. Bent will succeed William H. Glick, who resigned to accept another position. Edward G. Crum, general manager of Hercules Virginia Cellulose Department, which operates the Harbor Beach plant, said the appointment is effective immediately.

● Ekco Products Co. has named John B. Bowman president of its Canadian subsidiary, it was announced by Edward Keating, executive president. In his new position as head of Ekco Products Co. (Canada) Ltd., Mr. Bowman will direct all of the company's Canadian manufacturing, sales and warehousing operations. Ekco Canada sells a full line of housewares, commercial bakery pans and equipment, building hardware and aluminum foil containers and also provides a pan glazing service to the baking industry.

● The General Baking Co. has appointed Lloyd T. Pickett as manager of the company plant at Spartanburg, S.C.

(Continued on page 43)

Evans Milling Co., Inc.

INDIANAPOLIS, IND., U.S.A.

Manufacture Kiln-Dried
DEGERMINATED CORN PRODUCTS

Capacity, 16,000 Bushels

Wisconsin Rye Flour

We Specialize in Dark Varieties

FRANK JAEGER MILLING CO.
DANVILLE P.O. Astico WISCONSIN

Super Chief

High Protein Flour

GREEN'S MILLING CO.
Morris, Minn.

Moore - Lowry Flour Mills, Inc.

Kansas City, Mo.

PRECISION-MILLED FLOURS

Centennial MILLS, INC.

GENERAL OFFICES: 340 CENTRAL BLDG., SEATTLE 4, WASH.

DOMESTIC AND EXPORT MILLERS • DEALERS IN ALL TYPES OF PACIFIC NORTHWEST WHEAT

GOLD DROP PIE and COOKIE FLOUR
PYRAMID CONE FLOUR
CENTENNIAL CAKE FLOUR
BLUESTEM and HARD WHEAT BAKERS FLOURS

6,500,000 Bushels
Country and Terminal Storage

NEW SPOKANE MILL...ONE OF
THE WORLD'S MOST MODERN

MILLS AT SPOKANE • WENATCHEE • RITZVILLE • PORTLAND

QUALITY FROM EVERY ANGLE

PREMIUM WHEATS

EXPERT MILLING

LABORATORY CONTROLLED

BAKING TESTED

KANSAS DIAMOND BAKERY FLOUR

Millers of Fine Bakery Flours

HIGGINSVILLE FLOUR MILLS HIGGINSVILLE, MO.

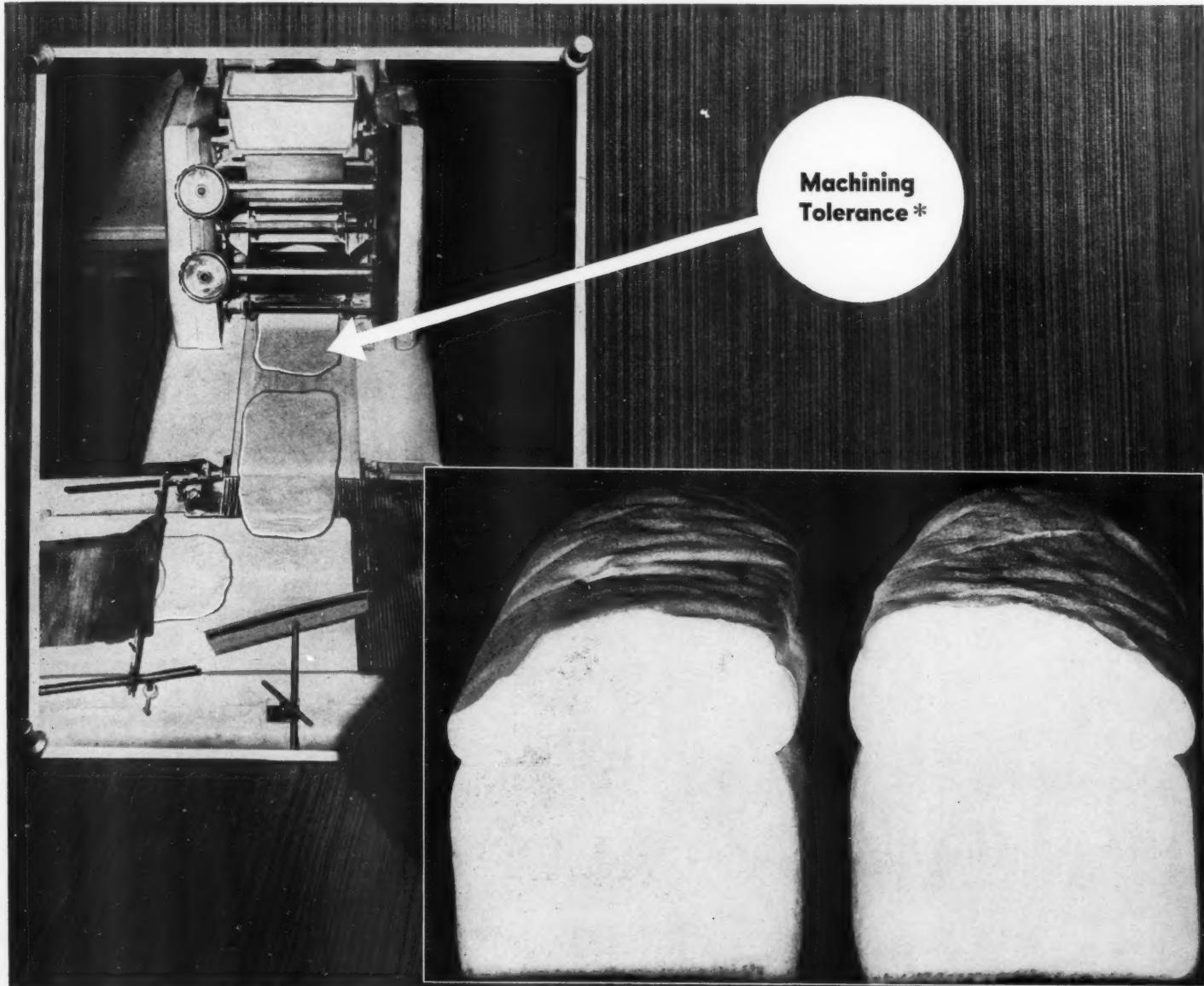
ARKANSAS CITY FLOUR MILLS ARKANSAS CITY, KANSAS

DIXIE-PORTLAND FLOUR MILLS CHATTANOOGA, TENN.

DIXIE-PORTLAND FLOUR COMPANY

CAPACITY 20,000 CWTs.

**Good Flour = Pliable Doughs Pliable Doughs = Good Sheeting
Good Sheeting = Good Texture Good Texture = Increased Sales**



Bay State Flours

UNSURPASSED IN UNIFORMITY, TOLERANCE

Bakers using 100% BAY STATE Flours are producing the finest quality bread in their respective markets

**Before placing your next flour order, get the BAY STATE story!*

—EXCLUSIVELY FOR BAKERS—

BAY STATE MILLING COMPANY

General Offices:
WINONA, MINN. • LEAVENWORTH, KANSAS

MILLERS OF



EXCLUSIVELY FOR BAKERS

Millers of . . .

- Wingold
- Bakers Flavor
- Winona
- Ry-Do (Light)
- Ry-Do (Dark)
- Pan-Zip

. . . and other fine flours!

- Souvenir
- Magnificent
- Record Breaker
- Oven-Proof
- Big Yield
- Pan Spring



PIKES PEAK

BAKERY FLOURS

Peak Performance backed by Superior Service

YULE MOUNTAINS NEAR MARBLE,
COLORADO



The COLORADO MILLING & ELEVATOR CO. General Offices: Denver, Colorado

(Continued from page 40)

● A ten-week tour of Western Europe has provided **Catherine Clark** of Brownberry Ovens with a "bread basketful" of Continental recipes for her new Heritage line of bread products. The Oconomowoc, Wis., business woman paid visits to bakeries in nine countries, sampling their breads, inspecting new equipment and learning some of their special baking techniques. At the Brussels Fair, Mrs. Clark witnessed the making of hard rolls and lady fingers, known as "champagnes," using new Belgian and Dutch equipment.

● It was announced that **James A. Andrews**, formerly a project engineer for the general office manufacturing section of the Kroger Co., Cincinnati, has been appointed a sales engineer for the food machinery division of Baker Perkins, Inc., Saginaw, Mich. According to **Claud Bryson**, division vice president in charge of food machinery sales, Mr. Andrews will operate out of Philadelphia and cover the states of New York, Pennsylvania and New Jersey.

● Officials of Miller's Super Market, Denver, recently honored 20 employees who have been with the firm 20 or more years. The employees were given special pins during a luncheon. Among the employees honored was **Eddie Gonzales, Sr.**, head of the bakery at Miller's. Mr. Gonzales is a past president of the Rocky Mountain Bakers Assn., and at present, a member of the organization's board of governors.

● **Hénry & Henry, Inc.**, New York, has announced the appointment of **Howard R. Mayer**, as vice president. Mr. Mayer will serve as assistant to **Gerald B. Henry**, president, in all aspects of company management and operation. He also continues as comptroller and has been with Henry & Henry 19 years.

● **Philip J. Forlidas** has been appointed a sales representative of Milprint, Inc., in North and South Carolina, according to an announcement by **Walter J. Hullinger**, vice president and general sales manager.

ABA CONVENTION

(Continued from page 3)

Fasano Pie Co., Chicago, and **Donald H. Gerrish**, director, industrial relations department, ABA, Chicago, who will discuss "Pie Bakers Versus the Highly-Mechanized Bread Industry."

The afternoon session will feature a panel discussion on "What Is Happening in the Pie Industry in My Section of the Country?", under the direction of Chairman Laymon.

"Better Quality Pies Production-Handling Sales Methods" is the title of the talk to be given by **Dr. T. A. White**, technical director of foods, National Starch Products, Inc., Plainfield, N.J. Up-to-date information on "The Latest in Pie Making Machinery" will be reported by **M. C. Jahn**, vice president, Colborne Manufacturing Co., Chicago.

The meeting will adjourn following elections and installations of 1959 officers.

Wholesale Cake

The value of freshness control and the importance of proper display techniques will be dramatized at the wholesale cake branch session on Saturday afternoon, Oct. 25.

An added attraction will be a display of cakes from all parts of the country. The cake exhibit will open

at 1 p.m. and the session will be called to order promptly at 2 p.m. by **Richard J. Levy**, secretary, Kingston Cake Co., Kingston, Pa., branch chairman.

A four-act drama, "The Case of the Loquacious Ladies," will bring out the value of freshness control and what can happen when the cake baker does not conform to this code. Moderator of the skit will be **James R. Phelan**, managing editor, Bakers Weekly, New York.

The future of the cake business will be touched upon by **Clifford W. Isaacson**, director of cake sales, Continental Baking Co., Rye, N.Y., who will speak on "What of the Future?" His talk will coincide with ideas brought out in the four-act drama.

A 30-min. slide presentation showing good and bad cake displays in supermarkets will be given under the direction of Mr. Phelan.

Election of the 1959 ABA wholesale cake branch chairman will precede the closing remarks by Chairman Levy. The session will adjourn after a one-hour cake and coffee social.

Wholesale Bread

A broad outlook into the future of the baking industry will be given by distinguished speakers to bakers and allied tradesmen attending the wholesale bread branch session Tuesday, Oct. 28.

The half-day session of the wholesale bread branch will begin at noon with a luncheon in the hotel's Louis XVI room. **H. L. Budde**, president, Purity Baking Co., Decatur, Ill., chairman of the wholesale bread branch, will preside.

New methods of breadmaking will be discussed by **R. C. Storey**, vice president of the bakery machinery division of American Machine and Foundry Co., New York. He will discuss in detail the new breadmaking technique, developed after years of research and studies over the past five years of actual test operations. Mr. Storey, whose address is titled "Keeping Pace With the Demands of Tomorrow," joined AMF in 1952 as assistant to the president, becoming divisional vice president in 1956. Previously, he was vice president and treasurer of Minute Maid Corp.

The future for bakers of America will be discussed by **Dr. Philip M. Hauser**, chairman, department of sociology, University of Chicago, who will speak on "Your Future in a Growing America."

"Dr. Hauser's background qualifies him well to speak on the subject he has chosen," Mr. Budde said. "The valuable information contained in his talk should tend to stimulate confidence in what the future holds for the industry."

Dr. Hauser has served as statistical advisor to the government of the Union of Burma; acting director and deputy director of the U.S. Bureau of the Census, and to the secretary of commerce, and director of the office of program planning of the U.S. Department of Commerce.

Joseph J. McCormick, manager, dealer relations, Quality Bakers of America Cooperative, Inc., New York, will speak on "Your Customers—Today and Tomorrow," followed by **Dr. Charles C. Slater**, Arthur D. Little, Inc., Cambridge, Mass., who will talk on "Our Distribution System — New Trends."

Ivan Hill, vice president, Cunningham and Walsh, Inc., Chicago, will provide "A New Look at Advertising."

The meeting will adjourn following election of the chairman for the

1959 ABA wholesale bread branch.

Luncheon tickets for this meeting may be obtained through advance registration forms now being distributed by ABA, or they may be purchased at the time of registration during the convention.

• • •

ABA Members Elect 25 Governors

CHICAGO—Twenty-five members have been elected to the board of governors of the American Bakers Assn. to represent 16 regional and seven industry branches, **Russell E. Duvernoy**, Duvernoy & Sons, Inc., New York, chairman of the 1958 nominations and elections committee, has announced.

The governors were elected by a mail ballot and, of those chosen to serve on the board, 15 were reelected. Voting this year equaled that of 1957, when the heaviest voting in the history of the ABA was recorded. The complete board follows:

REGIONAL GOVERNORS

†John R. Nissen, John J. Nissen Baking Co., Region 1; *R. Newton Laughlin, Continental Baking Co., Region 2; *George K. Batt, Dugan Bros., Inc., Region 3; *John R. Dwyer, Firth Baking Co., Region 4; †J. Arthur Nolde, Nolde Bros. Bakery, Region 5; *Robert L. Storck, Storck Baking Co., Region 6; Ogden A. Geiffuss, Southern Bakeries Co., Region 7 (reelected); †Tom J. Korn, Aikman Bread Co., Region 9; †Richard A. West, West Baking Co., Inc., Region 10; *Oswald F. Jaeger, Oswald Jaeger Baking Co., Region 11; †Harold L. Budde, Purity Baking Co., Region 12; *Graham McGuire, Region 13; †Harold M. Freund, Freund Baking Co., Region 15; *E. F. Davidson, Davidson Baking Co., Region 21; *H. W. Kilpatrick, Kilpatrick's Bakeries, Region 22, and †Carl Goldenberg, Holsum Bakeries, Inc., Region 24.

BRANCH GOVERNORS

Paul Dean Arnold, Arnold Bakers, Inc., wholesale bread (reelected); *W. Hoyt Baird, Mrs. Baird's Bakeries, Inc., wholesale bread; †Charles W. Lubin, Kitchens of Sara Lee, Inc., wholesale cake; *F. W. Birkenhauer, Wagner Baking Corp., wholesale pie; *John R. Dow, Interstate Bakeries Corp., multi-state; Russell J. Hug, General Baking Co., multi-state (reelected); †Walter N. Jacobi, Ebinger Baking Co., multiple-unit, retail; *Edwin G. White, White Baking Co., home service, and †Paul M. Baker, Jenny Lee Bakery, retail.

*Reelected. †New.

Three of the governors reelected were serving as governors-at-large: Paul Dean Arnold, Ogden A. Geiffuss and Russell J. Hug. All governors were elected for three-year terms with the following exceptions: J. Arthur Nolde, elected for two years to fill the unexpired term of the late Claude O. Skelton, Sta-Kleen Bakery, Inc., Lynchburg, Va.; Oswald F. Jaeger, Oswald Jaeger Baking Co., Milwaukee, elected for one year to fill the unexpired term of the late Louis Gardner, Gardner Baking Co., Madison, Wis., and Russell J. Hug, elected for one year to fill the unexpired term of Roy Nafziger, Interstate Bakeries Corp., Kansas City, who became a governor-at-large as former chairman of ABA.

Other members of the 1958 nominations and elections committee are: John A. Kreiling, Community Baking Co., Inc., Cumberland, Md., and Victor E. Wendelin, Wendelin Baking Co., Lincoln, Neb.



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Sweet Cream

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Encore

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COMPANY

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Four separate milling units **4**
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- 1 SPRING AND HARD WINTER WHEAT FLOURS
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- 3 RYE FLOURS
- 4 WHOLE WHEAT FLOURS



FROM the heart of the major producing areas, wheat flows to CHICAGO, the world's largest terminal market. Situated as we are, we can always choose the finest. Such selection allows us to offer a complete line of flours to suit all bakery needs.

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Formulas for Profit

Send Sales Soaring:

Win Customers With Variety Cookies

APRICOT SNAPS

Cream together:
 3 lb. granulated sugar
 2 lb. shortening
 1½ oz. salt
 ½ oz. soda
 1 oz. cinnamon
 ½ oz. allspice
 ½ oz. nutmeg

Add:
 1 lb. 4 oz. whole eggs

Stir in:
 2 lb. chopped dried apricots
 8 oz. chopped pecans
 8 oz. chopped Brazils

Add:
 1 lb. 8 oz. milk

Sieve and fold in:
 4 lb. pastry flour
 ½ oz. baking powder

Drop from a bag through a No. 8 or 9 plain round tube on lightly greased and dusted pans. Drop out about the size of a silver dollar.

Place a pecan or glazed cherry-
on top of each snap. Bake on double pans at about 375° F.

When the snaps are baked and cool, cover with a spot of white icing, if desired.

COCOA-MALT COOKIES (Bag)

Cream together:
 2 lb. 8 oz. powdered sugar
 8 oz. malt syrup
 1 lb. shortening
 1 oz. salt
 6 oz. cocoa
 ½ oz. soda

Add:
 5 oz. whole eggs

Stir in:
 3 lb. milk

Sift together and add:
 4 lb. cake flour
 ¾ oz. baking powder

Then add:
 1 lb. fine chopped nuts

Bag out on lightly greased and dusted pans to desired size. Bake at about 360° F.

CRUNCHY WAFERS

Cream together:
 1 lb. 4 oz. granulated sugar
 1 lb. brown sugar
 12 oz. shortening
 1 oz. salt
 ½ oz. cinnamon
 ½ oz. soda

Add:
 6 oz. whole eggs

Mix together and stir in:
 8 oz. good molasses
 1 lb. milk

Mix in well:
 1 lb. 8 oz. macaroon coconut

Sift together and mix in until smooth:
 3 lb. 6 oz. cake flour
 ¾ oz. baking powder

Run out with a canvas bag, using a plain No. 8 round tube, about the size of a dollar. Flatten the wafers with a damp cloth. Wash with a rich egg wash.

Bake at about 375° F. on well greased pans.

COCOA HONEY BARS

Cream together:
 1 lb. 12 oz. granulated sugar
 1 lb. shortening
 ¾ oz. salt
 ½ oz. soda
 Vanilla to suit

Add gradually:
 1 lb. whole eggs

Stir in:
 4 oz. honey

Then add:
 12 oz. milk

Sift together and add:
 2 lb. 14 oz. cake flour
 6 oz. cocoa
 ¾ oz. baking powder

Then add and mix in:
 1 lb. 4 oz. macaroon coconut

Bag out on greased and dusted pans, using a bar tube and canvas bag. Make the bars about 3½ in. long.

Bake at about 360° F.

VANILLA WAFERS (High Grade)

Cream together:
 9 lb. powdered sugar
 4 lb. butter
 4 lb. shortening
 ½ oz. salt

Vanilla to suit

Add gradually:
 5 lb. 8 oz. whole eggs

Sift together and mix in carefully:
 10 lb. pastry flour
 1 lb. powdered sugar

Bag out on lightly greased pans. Bake at about 380-390° F.

CHOCOLATE MACAROONS

Mix together and heat to about 105 to 110° F.:

1 lb. 8 oz. macaroon coconut
 2 lb. 4 oz. granulated sugar
 8 oz. sliced bitter chocolate
 ½ oz. salt
 Vanilla to suit
 ¾ qt. egg whites (variable)

Deposit on papered pans about the size of a silver dollar, with a No. 6 or No. 8 plain round tube. Press down the peaks with a damp cloth. Bake on double pans at about 325-335° F.

Win Customers With Quality Cookies

Cookies represent a big market. Just about everyone enjoys cookies, especially youngsters. The cookie jar, as a general rule, has a prominent place in the kitchen.

Cookies are an item the baker can merchandise for profit. And remember, there is little loss from steales.

A variety of bag type cookies well displayed in the window is bound to entice customers into the store. The cookie case should have a conspicuous place in the store. An alert sales force can suggest other baked foods, and thus increase sales. Many a baker has discovered he can build a reputation for himself by featuring quality cookies.

It is of the utmost importance that these cookies be sold only when fresh. Only then are they at their best. The cookies must be uniform in size. Baking them properly is absolutely necessary. Usually these cookies are on the dainty side, and therefore burn or scorch very easily.

The baker can use his own ingenuity for toppings and other decorative material.

While it is true somewhat more labor is required to finish these cookies so they will be most appealing, bakers have found that their effort along this line has paid dividends.

These cookies may be sold either by count or weight. It is an excellent idea to have at least part of them prepackaged. This is a convenience your customers will appreciate.

Remove the papers, with the macaroons, from the pans immediately after taking them from the oven. When the macaroons are cool, turn the papers over and dampen with warm water. Turn the papers over again and remove the macaroons.

Note: The amount of egg whites will vary, depending upon dryness of the coconut.

SWISS MACAROONS

Mix together in a kettle:
 5 lb. 12 oz. granulated sugar
 1 lb. 8 oz. macaroon coconut
 8 oz. milk solids (non-fat)
 8 oz. cake flour
 ½ oz. salt

Stir in:
 10 oz. invert syrup or honey

Add:
 2 lb. egg whites
 Vanilla to suit

Heat this mixture to about 160° F. Then place in a machine bowl and mix on medium speed for one minute. Next, beat on high speed for two minutes. Run out on papered pans while the mixture is still warm.

Bake on double pans at about 340° F.

DIXIE WAFERS

Cream together:
 1 lb. 8 oz. granulated sugar
 6 oz. shortening
 6 oz. butter
 ¼ oz. salt
 Vanilla to suit

Add gradually:
 8 oz. whole eggs

Stir in:
 8 oz. melted bitter chocolate

Add and mix in:
 10 oz. cake flour

Stir in:
 8 oz. chopped pecans

Drop out on lightly greased pans, using a No. 8 plain tube and canvas bag. Flatten the tops and bake at about 340° F. on double pans.

Note: Do not overbake, as this ruins the flavor.

If desired, place a whole pecan on top of the cookies before baking.

CHOCOLATE NUT COOKIES

Cream together:
 2 lb. light brown sugar
 1 lb. 4 oz. shortening
 ¼ oz. soda
 ¾ oz. salt

Add gradually:

8 oz. whole eggs

Stir in:

10 oz. melted bitter chocolate

Sift together:

1 lb. 12 oz. pastry flour

Add this alternately with:

1 lb. 4 oz. sour or buttermilk

Then stir in:

1 lb. 4 oz. chopped walnuts

Bag out on lightly greased and dusted pans. Bake at about 350° F. Use a canvas bag and No. 6 or 8 plain round tube.

HONEY COCONUT BARS

Cream together:
 1 lb. 8 oz. granulated sugar
 1 lb. shortening
 ¾ oz. salt
 ¾ oz. soda
 Vanilla to suit

Add gradually:

1 lb. whole eggs

Stir in:

8 oz. honey

Stir in:

8 oz. milk

Sift together and add:

3 lb. pastry flour

Then add and mix in until smooth:

1 lb. 4 oz. macaroon coconut

Bag out on greased and dusted pans using a flat star tube. Make the bars about 3½ in. long. Allow the bars to set around for 4 or 5 hours before placing them in the oven.

Bake at about 360° F.

PECAN NUT CHOCOLATE DROPS

Beat light:
 1 lb. egg whites
 ½ oz. salt
 ½ oz. cream of tartar

Add gradually while beating:

1 lb. 8 oz. granulated sugar

When beaten quite stiff, add:

Vanilla to suit

Then sift together:

1 lb. 8 oz. powdered sugar

4 oz. cocoa

Mix:

2 lb. pecan pieces into the sugar and cocoa mixture

Then fold this carefully into the beaten mass. Deposit on lightly greased pans, using a canvas bag and a No. 8 or 9 plain round tube.

Bake at about 340° F.

COCONUT MACAROONS

Mix together and heat to about 105 to 110° F.:

1 lb. 8 oz. macaroon coconut

2 lb. 4 oz. granulated sugar

4 oz. invert syrup

3 oz. cornstarch

½ oz. salt

Vanilla to suit

¾ pt. egg whites (variable)

Drop out on papered pans about



A. J. Vander Voort

A. J. Vander Voort

... technical editor, author of this monthly formula feature and conductor of the *Bake Shop Trouble Shooter* (see page 44) and the *Do You Know* feature (see page 10), is head of the School of Baking, Dunwoody Industrial Institute, Minneapolis.

the size of a dollar, with a No. 6 or 8 plain round tube. Press down the peaks with a damp cloth. Bake on double pans at about 330° F. Remove from pans immediately after taking from the oven. When macaroons are cool, turn the papers over and dampen them with water. Turn papers over again and remove the macaroons.

Note: The amount of egg whites will vary with dryness of the coconut. Edible rice paper may be used, replacing paper on the pans.

ANGEL WAFERS

Cream together:
1 lb. 12 oz. granulated sugar
1 lb. 4 oz. shortening
4 oz. butter
¾ oz. salt
4 oz. cake flour
Vanilla to suit

Stir in:
6 oz. egg whites

Dissolve thoroughly and add:
½ oz. ammonia
½ oz. soda
10 oz. milk

Mix together, add and mix until well incorporated:

2 lb. cake flour
½ oz. cream of tartar
1 lb. 12 oz. macaroon coconut
8 oz. fine chopped walnuts
12 oz. fine chopped pecans
Run out on lightly greased pans using a canvas bag with a No. 8 plain round tube.

Bake at about 375° F.

COCONUT COCOA BARS (Bag)

Cream together:
1 lb. 12 oz. granulated sugar
1 lb. shortening
¾ oz. salt
¾ oz. soda
Vanilla to suit

Add gradually:
1 lb. whole eggs

Stir in:
4 oz. honey

Then add:
12 oz. milk

Sift together and add:
2 lb. 14 oz. cake flour
6 oz. cocoa
¾ oz. baking powder

Then add:

1 lb. 4 oz. macaroon coconut
Bag out on greased and dusted pans using a flat star tube. Make the bars about 3½ in. long.

Bake at about 360° F.

"CHEWIES"

Mix together in a bowl until smooth:
5 lb. 8 oz. granulated sugar
8 oz. milk solids (non-fat)
1 lb. 8 oz. macaroon coconut
8 oz. honey or invert syrup
8 oz. cake flour
2 lb. egg whites
Vanilla to suit

Place the bowl in a boiling water bath, stir with a wooden paddle and

heat the mixture to 160° F. A steam-jacketed kettle may be used, if desired. Place the heated mixture in a machine bowl and beat on medium speed for one minute, using a flat mixing paddle. Then beat on high speed for two minutes.

Drop out on papered pans while the mixture is still hot. Use a canvas bag and a No. 8 plain round tube. Bake at about 350° F. on double pans. If possible, apply steam just after the "chewies" start to crack in the oven, this improves the appearance. After baking, remove papers from the pans and cool. Turn papers over on the bench and dampen with warm water. Then remove the "chewies."

FANCY MACAROONS

2 lb. 8 oz. almond paste
1 lb. 8 oz. powdered sugar
1 lemon (grated rind and juice)
1 oz. butter
½ pt. egg whites
2 tablespoons water

Procedure:

Mix the same as for almond macaroons. Run out in various shapes on papered pans, using a canvas bag and a No. 5 star tube. Decorate with almonds, nuts, glazed cherries, etc. Allow macaroons to dry for about 24 hr. Bake on double pans at about 325° F. Remove from the pans as soon as baked. Glaze the macaroon with a glucose glaze.

Glucose Glaze

Bring to a good boil:
1 qt. glucose
1 pt. water
Use the glaze while it is warm.

CHERRY KISSES (Cold Process)

Beat until light:
2 lb. egg whites
6 lb. powdered sugar
½ oz. salt
½ oz. cream of tartar

When stiff, add:

2 lb. fine chopped glazed cherries
Drop out on lightly greased and dusted pans. Bake at about 275° F. on double pans.

Note: A little red color may be added to the beaten mixture, if desired.

BUTTER COOKIES

Mix together:
5 lb. cake flour
1 lb. 12 oz. shortening
1 lb. 12 oz. butter
10 oz. honey
10 oz. milk solids (non-fat)
¼ oz. salt
Vanilla to suit

Beat together and fold into above mixture:

1 lb. 4 oz. egg whites
1 lb. 8 oz. granulated sugar

Deposit in desired shapes using a canvas bag and star tube, on lightly greased and dusted pans. Bake at about 360° F.

COCONUT RINGS

Cream together:
2 lb. granulated sugar
10 oz. shortening
6 oz. butter
¾ oz. salt

Add:
1 lb. whole eggs

Cream in:
1 lb. 12 oz. macaroon coconut

Then add:
1 lb. 10 oz. milk

Vanilla to suit

Sift together, add and mix until smooth:

3 lb. cake flour

1 oz. baking powder

Run out with a canvas bag, using a star tube, on lightly greased pans, in ring shapes.

Bake at about 375° F.

CHERRY BUTTERSCOTCH JUMBLES

Cream together:
2 lb. brown sugar
3 lb. butter
2 lb. shortening
½ oz. salt
Vanilla to suit

Add gradually:
1 lb. 4 oz. whole eggs

Mix in:
2 lb. 8 oz. fine ground glazed cherries

Then mix in:

6 lb. bread flour

Run out on lightly greased pans in jumble shape, using a star tube. Place one-half glazed cherry in the center of each jumble.

Bake at about 360° F.

WALNUT WAFERS

Cream together until light:
3 lb. granulated sugar
1 lb. 8 oz. shortening
¾ oz. salt
Vanilla to suit

Add gradually:
1 lb. 2 oz. whole eggs

Stir in:
1 lb. melted bitter chocolate

Add and mix in until smooth:
1 lb. 2 oz. cake flour

Stir in:

1 lb. chopped walnuts

Deposit on lightly greased pans using a canvas bag and a No. 8 or 9 plain round tube. Flatten the wafers before baking.

Bake at about 340° F.

PEANUT MACAROONS

Rub together:
4 lb. 8 oz. granulated sugar
1 lb. 8 oz. kernel paste
¾ oz. salt
6 oz. flour

Add:

12 oz. egg whites

Mix in thoroughly:

4 lb. 8 oz. ground roasted peanuts

Then add and mix in until smooth:

12 oz. egg whites

6 oz. water

Deposit on greased and dusted pans and bake at about 350° F.

CHOCOLATE STARS

Cream together:
1 lb. powdered sugar
2 lb. 2 oz. butter
12 oz. melted bitter chocolate
¼ oz. soda
Vanilla to suit

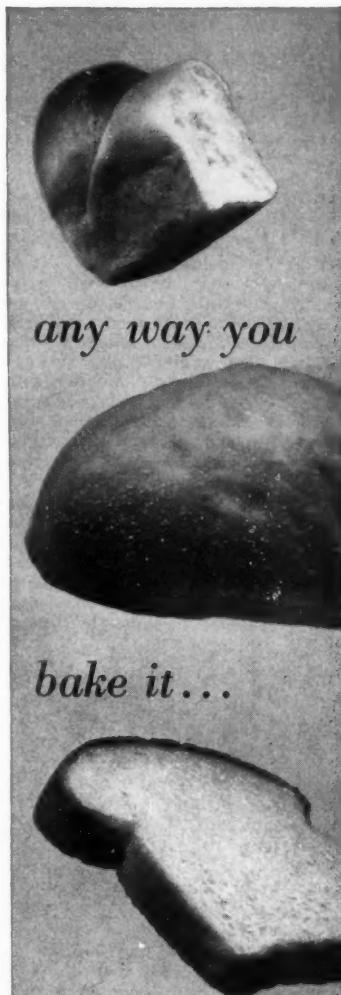
Add gradually:

10 oz. whole eggs

Sift and stir in:

2 lb. 8 oz. bread flour

Run these cookies through a No. 6 or 8 star tube on lightly greased and dusted pans. Place a cherry in the center of each cookie. Bake on double pans at about 360° F.



any way you
bake it...
you bake
a better
loaf with

WHITE
SWAN
FLOUR

bake after
bake after bake

SPRINGFIELD
MILLING CORP.

572 Grain Exchange, Minneapolis 15, Minn.
Mills at Springfield, Minn.

Also millers of: *Pride of the Northwest*
• White Bear • White Gold • Purona

Bakery Merchandising

Bakers Can Profit by Handy Tips On National Donut Month Promotion

EDITOR'S NOTE—The following outline of National Donut Month publicity plans, background and sales-making possibilities has been prepared and released by DCA Food Industries, Inc. Complete details and information as to how bakers may tie in with Donut Month may be obtained by writing to The American Baker or to DCA Food Industries, 45 W. 36th St., New York 18, N.Y.

▼ ▼

October coming up marks another milestone for National Donut Month, the first—and granddaddy—of all cooperative industrywide "Months" and "Weeks." This hardy, time-tested activity—which has been a big factor in the development of the vigorous, giant doughnut business as we know it today—is celebrating its 30th birthday with the "whoppingest" program of a lifetime.

But age alone—Donut Month being the oldest of them all—does not justify all the effort, trumpets and fanfare that go into this event every year. The annual drive has been paying off for cooperating bakers in a big way. Donut Month has been a dominant factor in sky-rocketing doughnut sales to a 10-fold increase in 30 years . . . upping wholesale yearly doughnut volume about \$40 million to over \$350 million in that period. The sales impetus and doughnut excitement built up every Donut Month generate a powerful thrust that carries over for the following 11 months of the year.

And back of it all is the ever-youthful, enthusiastic, hard-hitting, joyful spirit put behind the annual activity, plus the fact that "everybody loves doughnuts," which keeps Donut Month so vitally alive-and-kicking year after year.

The doughnut occupies a unique spot in American life. It is the one food that symbolizes America to Americans and the outside world; it is as American as the 4th of July.

Americans are the most friendly, the most sociable people on earth. They form more organizations, have more home parties, women's club meetings, youth club meetings, Chamber of Commerce meetings, church group meetings, political rallies, "Open Houses" for business concerns, etc., than any other people. This goes for children and adults alike. The most popular food served at these get-togethers is the doughnut, as evidenced by the fact that each year thousands of newspaper stories appear coast-to-coast telling of the innumerable occasions when doughnuts are served with a drink as a light snack. This field of doughnut consumption is plus business—in addition to the normal serving of doughnuts at meals, in the home and restaurant.

The 1958 Donut Month campaign is planned to help the baker to cash in on the great popularity of the doughnut by expanding its usage at get-togethers to even greater heights. Fresh doughnuts served at these gatherings are the most effective sampling methods devised without cost to the baker—and they build new doughnut sales.

Thirty years ago, most doughnuts

were consumed at breakfast. Today, they are served around the clock, for snacks, at meals. Doughnuts have been and are being publicized as fun food for real enjoyment, to be served whenever people get together for light refreshments. Each year more and more doughnuts are consumed at these millions of get-togethers. To capture and highlight this important appeal of doughnuts, the theme for 1958 Donut Month is: "It's PARTY FUN . . . When You Serve Our Doughnuts!"

Three Decades

As it has been doing down the years, DCA has been spearheading the annual drive on behalf of the baking industry. Backed by three decades of national advertising, national publicity and promotion, each year sees an increased support given doughnuts by all media—newspaper, TV, radio and magazines.

This year, because of the special "party fun" theme, the Gorham Silverware Co. and the Universal Coffeematic Manufacturers were invited to join hands in featuring doughnuts in conjunction with their products in their fall magazine advertisements. Each is running big national ads with special appeal to young homemakers and the youth market . . . an especially fertile field for doughnuts. Not only do these young folks love and eat a lot of doughnuts, but they build the market for future doughnut consumption. Gorham Silver advertising is appearing in Seventeen Magazine in September; Miss Magazine in September; American Girl Magazine in October; and Co-Ed Magazine in October. Universal Coffeematic advertising is appearing in prominent national magazines.

Since its inception, the powerful, aggressive, effective publicity that has been put behind October National Donut Month has been a prize-winning model for all industry. The gigantic wave of doughnut stories in newspapers and magazines, and the doughnut items that are broadcast over TV and radio as part of Donut Month activities, has been greater with each year. This year will be no exception. The big guns are being oiled and the ammunition is being made ready to let loose the biggest publicity barrage ever. Many national magazines with huge circulation—Family Circle, Ladies Home Journal, Glamour, Women's Day, Red Book, Better Homes and Gardens, Good Housekeeping, McCall's, among others—will support Donut Month by featuring friendly messages on doughnuts for party fun.

BAKERY STORE SALES AHEAD OF 1957

WASHINGTON—Sales by bakery products stores in the U.S. for the first six months of 1958 were 10% ahead of the comparable six months of 1957, according to a retail trade report compiled by the Bureau of the Census, U.S. Department of Commerce. Sales for the single month of June amounted to 11% more than for June of 1957, but dropped 5% from May of 1958.



FATHER OF THE SANDWICH—Ogden A. Geilfuss, president of Southern Bakeries Co., Atlanta, Ga., offers Joyce Maxwell, secretary, what is reportedly the world's largest sandwich. It was Southern's way of calling attention to the 200th anniversary of the invention of the sandwich, and to August as National Sandwich Month. Mr. Geilfuss' company marked the occasion by unveiling in its directors' room a specially-commissioned oil painting of John Montagu, fourth Earl of Sandwich, famed playboy-nobleman of 18th century England. It was the first recorded instance where the "father and founder" of the sandwich—and benefactor of the baking industry—has been singled out for public recognition.

A well organized program is planned for, and receives the good humored support of, many famous celebrities on TV and radio such as Garry Moore, Jack Paar, Dave Garroway. They all like doughnuts and gladly show their enthusiasm for them on their national shows.

Each year powerful support for doughnuts comes from food pages of all the important newspapers in the country. Food editors are contacted and furnished with photos and ideas for doughnut recipes and ways of serving doughnuts. Their response is always friendly and generous.

In addition to general Donut Month publicity, there is a special, intensive effort that is put behind Hallowe'en parties and Hallowe'en which occurs towards the end of Donut Month. This year will be bigger than ever. Many publications give full pages to Hallowe'en doughnut parties held in the home or by communities which aim to keep the children off the street on Hallowe'en. The doughnut is the natural, the first, food item people think of for Hallowe'en refreshment, for everybody asks the question: "What is a Hallowe'en Party—or even Hallowe'en itself—without doughnuts?" Doughnuts are vigorously pushed as a "Trick or Treat" offering and are a Hallowe'en favorite for this purpose in millions of homes. Doughnuts get their biggest boost during the Hallowe'en period, winding up October National Donut Month with a bang.

New, revised rules for doughnut dunking and doughnut etiquette—through the DCA-sponsored and administered National Dunking Assn.—are a sure-fire source of publicity for doughnuts on network TV and radio shows and feature stories on doughnuts in the newspapers and magazines.

National advertising, national publicity and promotion do a great job in reaching the American public in October to interest them and whet their appetites to eat more doughnuts. Thus, a strong foundation is set up for the baker to build upon to promote doughnuts in his local market. And because of this background

(Turn to DONUT MONTH, page 50)

Rap-In-Wax Buys Packaging Firm On East Coast

MINNEAPOLIS—Rap-In-Wax Paper Co. has announced purchase of the United States Packaging Corp., a firm which manufactures polyethylene-coated cellophane products at Paterson, N.J.

Announcement of the acquisition was made jointly by J. J. Ahern, Jr., president, and P. M. Grieve, executive vice president of Rap-In-Wax. Purchase was made by an exchange of stock and a specific amount of cash.

Mr. Ahern said that acquisition of the New Jersey firm will provide a welcome addition to production facilities of Rap-In-Wax which are now overtaxed, along with providing better service to customers.

Mr. Grieve said that U.S. Packaging facilities will greatly increase Rap-In-Wax' activities in flexographic film printing and in polyethylene extrusion for coated products.

"Our combined printing and production facilities will be among the best in the industry, and we now have a base of operations on the East Coast," said Mr. Grieve.

A. R. Cozzolino will continue as president of U.S. Packaging and G. C. Rickelmann will remain as vice president and plant manager.

The new ownership has installed a new board of directors. They are Mr. Cozzolino, Mr. Ahern, Mr. Grieve and A. E. Sloan, Rap-In-Wax director of industrial-commercial sales. J. C. Klettenberg, former Rap-In-Wax sales accounting manager, was elected secretary.

—BREAD IS THE STAFF OF LIFE—

GMI Dividend

MINNEAPOLIS—The board of directors of General Mills, Inc., has declared a quarterly dividend of \$1.25 per share on GMI 5% preferred stock payable Oct. 1 to stockholders of record Sept. 10.

FOOD ADDITIVES

(Continued from page 3)

ment appears to steer a course which satisfies both the need for protecting the public health and the legitimate interests of industry and government.

Substances Covered By the Legislation

Pretesting is required under this legislation only with respect to those food additives which are not generally recognized among competent experts as having been adequately shown to be safe under the conditions of their intended use. An additive may be shown to be safe either by means of scientific procedures (including a review of the existing scientific literature) or, in the case of substances in use prior to Jan. 1, 1958, also by means of experience based on common use in food.

The legislation covers substances which are added intentionally to food. These additives are generally referred to as "intentional additives."

The legislation also covers substances which may reasonably be expected to become a component of any food or to affect the characteristics of any food. These substances are generally referred to as "incidental additives."

The principal examples of both intentional and incidental additives are substances intended for use in producing, manufacturing, packing, processing, preparing, treating, packaging, transporting, or holding food.

On the other hand, substances which may accidentally get into a food, as for example, paints or cleaning solutions used in some food processing plants, are not covered by the legislation. These additives are generally referred to as "accidental additives," since these substances, if properly used, may not reasonably be expected to become a component of a food or otherwise to affect the characteristics of a food. If accidental additives do get into food, the provisions of the Food, Drug, and Cosmetic Act dealing with poisonous and deleterious substances would be applicable.

Sources of radiation (including radioactive isotopes, particle accelerators and X-ray machines) intended for use in processing food are included in the term "food additive" as defined in this legislation.

Exempted from the scope of the legislation are (1) pesticide chemicals in or on raw agricultural commodities which are already covered by the pesticide chemicals amendment to the Federal Food, Drug, and Cosmetic Act; (2) residues of pesticide chemicals unavoidably remaining on processed foods not in excess of tolerances prescribed by Food and Drug Administration for raw agricultural commodities, and (3) substances already approved under the provisions of the Federal Food, Drug, and Cosmetic Act, the Poultry Products Inspection Act or the Meat Inspection Act.

Regulation to Establish Safety

A regulation prescribing the conditions under which an additive may be safely used may be issued by the Secretary of Health, Education, and Welfare either on the basis of a petition filed by any person (ordinarily the manufacturer of the additive) or on the secretary's own initiative.

The petition would set forth the name and all pertinent information concerning the additive. Trade se-

crets supplied to the secretary would be protected under this legislation from unauthorized disclosure by departmental personnel.

The secretary would either, by order, establish a regulation prescribing the conditions under which such additive may be safely used, or he would, by order, deny the petition and notify the petitioner of the reasons for such action. This order must be issued in a maximum of 180 days after the petition is filed.

Concept of Safety

The concept of safety used in this legislation involves the question of whether a substance is hazardous to the health of man or animal. Safety requires proof of a reasonable certainty that no harm will result from the proposed use of an additive. It does not—and cannot—require proof beyond any possible doubt that no harm will result under any conceivable circumstance.

Scientists pointed out in committee hearings that it is impossible in the present state of scientific knowledge to establish with complete certainty the absolute harmlessness of any chemical substance.

In determining the "safety" of an additive, scientists must take into consideration the cumulative effect of such additive in the diet of man or animals over their respective life spans together with any chemically or pharmacologically related substances in such diet.

Reasonable certainty, determined in this fashion that an additive will be safe, should protect the public health from harm and permit sound progress in food technology.

In determining the safety of an additive, the secretary would have to consider not only the food to which the additive is directly added, but also other foods derived from such foods. For example, in evaluating the safety of an additive for poultry feed, the secretary would have to consider any residues that might appear in eggs produced by the poultry. Similarly, in determining the safety of additive-treated cattle feed, account would have to be taken of residues of the additive in the milk or edible flesh of the animal.

Grounds for Denial Of Petition

The secretary would deny a petition to establish the safety of an additive if the data before the secretary failed to establish that the proposed use of the additive under the specified conditions of use will be safe.

This section of the bill was amended on the floor of the House to include a provision that no additive shall be deemed to be safe if it is found to induce cancer when ingested by man or animal, or if it is found, after tests which are appropriate for the evaluation of the safety of food additives, to induce cancer in man or animal.

The secretary could also deny a petition on the ground that the proposed use of the additive would promote deception of the consumer in violation of the Food and Drug Act or would otherwise result in adulteration or in misbranding of food within the meaning of the Food and Drug Act.

Tolerance Limitations Established

In the case of an additive which in the judgment of the secretary based upon a fair evaluation of the data before him requires a tolerance limitation in order to assure that the proposed use of such additive will be

safe, the legislation establishes two standards:

(1) The secretary may not fix such tolerance limitation at a level higher than he finds to be reasonably required to accomplish the physical or other technical effect for which such additive is intended; and

(2) The secretary may not establish a regulation for such proposed use if he finds upon a fair evaluation of the data before him that such data do not establish that such use would accomplish the intended physical or other technical effect.

The House committee in its report explained that the phrase "physical or other technical effect" refers to the objective effect which the additive may have on the appearance, flavor, texture, or other aspects of a food. The question of whether an additive produces such effect (or how much of an additive is required for such effect) is a factual one, the committee went on to explain, and does not involve any judgment on the part of the secretary of whether such effect results in any added "value" to the consumer of such food or enhances the marketability from a merchandising point of view.

Any person adversely affected by an order of the secretary may file objections thereto and request a public hearing. At such hearing the secretary would receive evidence relevant and material to the issues raised and would by order act upon such objections.

The Judicial Review Issue

Long and careful thought was given to the problem of the scope of judicial review under this legislation. This problem was discussed exhaustively by several witnesses including a federal judge who testified on behalf of the judicial conference of the U.S.

Generally, the Food and Drug Administration argued that findings of fact by the government should be conclusive if supported by any substantial evidence in the record as a whole. Industry generally supported an approach which would permit a petitioner to seek a declaratory judgment in a District Court to determine the correctness of a Food and Drug denial of a petition. H.R. 366 by Rep. J. P. O'Hara would have permitted this procedure. As an alternative, a provision which would require the findings of fact to be conclusive only if supported by a "preponderance of the evidence" was urged. The industry recommendations were based on what it considered the need for providing a petitioner with a substantial right of appeal instead of an illusory

one which the "substantial evidence" rule seems to offer.

There was support for both points of view among members of the House committee. The committee reached a compromise which it is felt is a constructive step forward.

The committee in its report indicated it feels that the secretary's findings of fact and orders should not be based on isolated evidence in the record, which evidence in and of itself may be considered substantial without taking account of contradictory evidence of possible equal or even greater substance.

Considering the eminent qualifications of all the scientists and experts, the scientific testimony of any one must be considered "substantial evidence." Nevertheless, any conclusions based solely on the scientific judgment of any one without taking account of contradictory scientific views expressed by others cannot be considered conclusions based upon a fair evaluation of the entire record.

Thus, under this legislation, the secretary's findings of fact and orders based thereon must be based upon a fair evaluation of the entire record.

Judicial review of any order of the secretary under this legislation may be obtained in the U.S. Court of Appeals for the circuit wherein appellant resides, or has his principal place of business, or in the U.S. Court of Appeals for the District of Columbia.

Effective Date

This legislation will, except as hereinafter stated, take effect on the date on which it is enacted. Thus the Food and Drug Administration can immediately begin making determinations as to the safety of food additives.

However, since it will take a certain amount of time to make these determinations of safety, the provisions of the legislation which have the effect of permitting seizure, injunction suits, and criminal prosecutions on account of the shipment in interstate commerce of an additive, or food containing an additive, which has not been determined to be safe, will not take effect until 180 days after enactment.

A further exception is made in the case of any particular commercial use of a food additive if such use began before Jan. 1, 1958.

In the case of such use, the act would take effect either upon the establishment of an order with respect to the safety of such use, or 18 months after the date of enactment of the legislation (unless extended by the secretary for not more than an additional 12 months), whichever date occurs first.



NEW BULK INSTALLATION—A new bulk flour installation is in operation at the Noll Baking Co., Alton, Ill. Pictured at left is the first truck load of flour being delivered by Econo-Flo Flour Service, Inc., through its St. Louis terminal. Flour is received at the terminal in bulk railway cars where it is stored and conditioned before delivery by bulk truck to Noll's. Pictured at right are E. V. Siebert, manager of Noll's, and Don Trout, Econo-Flo, discussing the bulk flour system which consists of two Universal bins, each of 50,000 lb. capacity and an air conveying system. The installation was engineered, fabricated and installed by Econo-Flo, Salina, Kansas.

ANSWERS TO "DO YOU KNOW?"

Questions on page 10

1. False. The protein content will be less, as the moisture content in the wheat is higher.

2. True. The volume of the rolls is also slightly increased. The addition of egg whites seems to have a drying effect on the dough, making it easier to handle.

3. True. When fine potato flour is used it may be sifted in with the wheat flour.

4. False. Docking helps to decrease the shrinkage. Puff paste naturally shrinks somewhat during baking. Excessive shrinkage may be due to the following reasons: (1) Dough too stiff; (2) not wetting pans; (3) not resting the dough before rolling out; (4) oven too hot; (5) use of a lean formula; (6) using an extremely strong flour; (7) not resting the sheets before placing them in the oven; (8) using scrap dough.

5. True. As the tin coating melts at 449° F., it would be harmful to the pans to condition them at these temperatures. The temperature should not be over 425° F. They should be left in the oven for about 3 to 4 hours.

6. True. The cakes will also be somewhat more tender and remain moist longer. The water should be incorporated just before the flour is added.

7. True. However, the gluten from the first clear flour is the strongest and most elastic.

8. False. A mineral oil is usually recommended. This type of oil should be odorless, colorless and tasteless. It should not leave a gummy residue.

9. True. This trouble can sometimes be remedied by decreasing the amount of yeast food in the dough.

10. False. Butter, on the average, is composed of about 80@82% fat, 14@16% moisture and 2@3% salt.

11. False. Allspice is the fruit or berry of the pimento, so named in allusion to its flavor, which is supposed to combine the flavors of other spices.

12. False. The shells should be made from 10 to 24 hours in advance and allowed to dry. This procedure will decrease the tendency for the crust to be soggy.

13. True. They also may be used in making almond custard cream pies. In this case the ground dried macaroons are incorporated into the custard cream filling and also sprinkled on top of the meringue before it is browned in the oven.

14. False. In our opinion, the large seeded raisins have the best flavor. When they are used, however, the dough quite often is slightly darker due to the syrup on these raisins. They also break up more easily during mixing of the dough, resulting in the appearance of the loaves not being quite as nice as when seedless raisins are used.

15. False. It is also necessary to add some sugar. The flour alone would decrease the spread of the cookies, changing their characteristics, due to the formula becoming leaner.

16. True. Egg shells are porous. By dipping the eggs in oil, these pores are sealed, decreasing the loss of moisture in the eggs.

17. False. There are available sev-

eral types of cake formulas that call for yeast. It is not used to leaven the cakes, but for flavor.

18. True. The use of alum, even in small quantities, according to medical evidence, is harmful. It is an adulterant used to substitute inferior flour for good flour to produce an edible bread. Its use is prohibited.

19. True. The fat absorption is usually figured at about 20% of the weight. This will depend upon a number of factors, such as (1) Richness of the batter; (2) consistency of the dough; (3) the frying temperature; (4) the condition of the frying fat; (5) mixing procedure; (6) type of flour used; (7) amount of leavening; (8) type of leavening, and (9) temperature of the batter.

20. True. If a standard dough trough is used, it should be four feet in length.

SBA CONFERENCE

(Continued from page 3)

Welcome by J. Phil Campbell, commissioner of agriculture, State of Georgia; Andreas Reising, president, American Society of Bakery Engineers and proprietor of Sunrise Bakery, New Orleans; Frank Wichser, Pillsbury Mills, Inc., Minneapolis, "The Practical Role of Air Classified Flour"; David Downs, Krispy Kreme Doughnut Co., Winston-Salem, N.C., "Make Better Fried Goods . . . At Less Cost"; Charles Meyer, Jr., Meyer's Management and Service Co., Little Rock, Ark., "The Importance of Production to Sales, and Vice Versa"; Judge William D. Becker, Grocers Baking Co., Louisville, Ky., "To Handle Yourself, Use Your Head; To Handle Others, Use Your Heart"; Dr. George Jackson, Top Scor Products Co., Louisville, Ky., "The Mystery of Monos"; Virgil Adkins, Highland Bakery, Atlanta, "Streamlined Sweet Roll Production"; Harry N. Brown, Worcester Baking Co., Worcester, Mass., "Production and Sales: It Takes Both to Succeed"; Sam Carlat, Sterol Derivatives, Los Angeles, Cal., "The Relationship of Consumer Motivation to the Psychology of Eating"; Don Dubois, Huron Milling Division, Virginia Cellulose Department, Hercules Powder Co., Harbor Beach, Mich., "The Role of Vital Wheat Gluten in Yeast Raised Products."

Tuesday, Sept. 16

Breakfast speaker, Will Foster, the Borden Co., New York, "What Are We Afraid Of?"; Miss Ann Russell and Miss Marcie Sanders, field representatives of the American Institute of Baking, Chicago, "Telescope Presentation of Several Food Demonstrations"; Gilbert R. Deason, American Bakeries Co., Atlanta, "Are You Producing Cakes with Sales Appeal?"; R. H. Watson, Meyer's Bakery, Blytheville, Ark., "Are You Producing 'Bake and Serve' Rolls at a Profit?"

To be announced: W. H. Kneupper, Swift & Co., Inc., Greensboro, N.C., "Fundamentals of Pie Baking"; Thomas F. Spooner, Baker Process Co., division of Wallace & Tiernan, Inc., Belleville, N.J., "Color Movies and Discussion of a Bakery Operating a Continuous Mixer."

Session chairmen will be: Sunday morning, Sept. 14, Bob Meeker; Sunday afternoon, Victor E. Marx, ASBE, Chicago; wholesale sessions Monday, Sept. 15, and Tuesday, Sept. 16, W. A. Anderson, Atlanta, southeastern divisional manager, the Bro-lite Co., Inc.; Walter Hood, co-owner, Dainty-Maid Bakery, Kinston, N.C., and Myron T. Sadler, Atlanta, direc-

tor of cake production, Southern Bakeries Co.

The session will be called to order on Monday morning by Clifton R. Scarborough, general chairman, and on Tuesday morning by James Doty, assistant to Mr. Scarborough.

Pepper Helms, "Miss Atlanta" of 1958, has been selected to cut a ribbon formally opening the production conference display of baked foods.

DONUT MONTH

(Continued from page 48)

ground of advertising and publicity—which happily smooths the way—displays in grocery stores become easier to organize and get bigger sales response.

Tie-in Promotions

For the baker to get the most out of Donut Month activities, a tie-up promotion is a must. Here the strongest effort is put forth on the baker's behalf, and material is tailor-made to fit each baker's individual need. Available to him are full color, eye-catching posters, displays, an attractive doughnut package tie-up, routemen's contest, newspaper and radio ad service, Hallowe'en promotion, and new special restaurant and home service promotions.

Promotional material available includes three basic "theme" posters that are attractive and should do a lot to help sell more doughnuts. Posters—provided with baker's imprint space—come in size 11 by 17 (window), 19 by 24 (truck and supermarket), and the counter apron, three new, improved wire display racks featuring special, colorful sign cards, illustrating the Donut Month theme: "It's Party Fun . . . When You Serve Our Donuts." These racks permit a mass, dramatic display of a variety of the baker's doughnuts and other cake products.

He also gets a powerful, complete routemen's contest outline with many new and unusual facets, designed to stir up great sales activity on doughnuts among bakers' sales personnel, and a special restaurant promotion program kit to promote breakfast, luncheon, dinner, coffee break and snack business. Included, in addition to colorful window poster service and routemen's contest, is a complete variety doughnut promotion service. A special promotion this year features a friendly customer-fun-participation idea in which cardboard badges inviting "Donut Dunking" and "Donut Doodling" are worn by countermen or girls. Doughnut dunking suggestions and doughnut doodling material are made available for free use by patrons.

The home service baker's promotion introduces a new, effective sales-promotion idea built around the doughnut package. In addition, the home service baker may tie in with a sampling campaign, variety doughnut program, a party book offer, a child appeal program, etc.

Excellent Springboard

Donut Month can also serve as an excellent springboard from which to launch a new doughnut product. In this connection, DCA is offering a new raised doughnut package that is exciting and different and offers bakers new volume possibilities. Big increased volume in the coming year is expected from packaged raised doughnuts which many bakers have been marketing very successfully.

Three decades of experience have gone into the planning and preparation of Donut Month promotional ma-

WANT ADS

Advertisements in this department are 15¢ per word; minimum charge, \$2.25. (Count six words for signature.) Add 20¢ per insertion for forwarding of replies if keyed to office of publication. Situation Wanted advertisements will be accepted for 10¢ per word, \$1.50 minimum. Add 20¢ per insertion for keyed replies. Display Want Ads \$7 per inch per insertion. All Want Ads cash with order.

MISCELLANEOUS WANTED

WANTED — OFF-GRADE, DAMAGED OR
surplus sugar, syrup, starch, flour, cocoa, chocolate, chemicals. Chemical Advance Corp., 1345 Arch, Philadelphia 7, Pa.

HELP WANTED

PLANT MANAGER

Experienced manager with engineering background wanted for dry milling operation in Great Lakes area. Mature management ability required. Successful experience in dealing with labor necessary. Competitive base salary plus liberal bonus plus liberal pension.

Please provide specific information regarding education and management experience in first letter. Our employees know of this opening.

Address Ad No. 4057, The American Baker, Minneapolis 40, Minn.

Buy and Sell Through

WANT ADS

...in...

THE AMERICAN BAKER

terial. All of it has been pre-tested and found to be compelling and effective; each piece does its big bit to promote the sale of doughnuts . . . and other allied items. All bakers are invited to join in and take advantage of the great sales possibilities in October National Donut Month promotion.

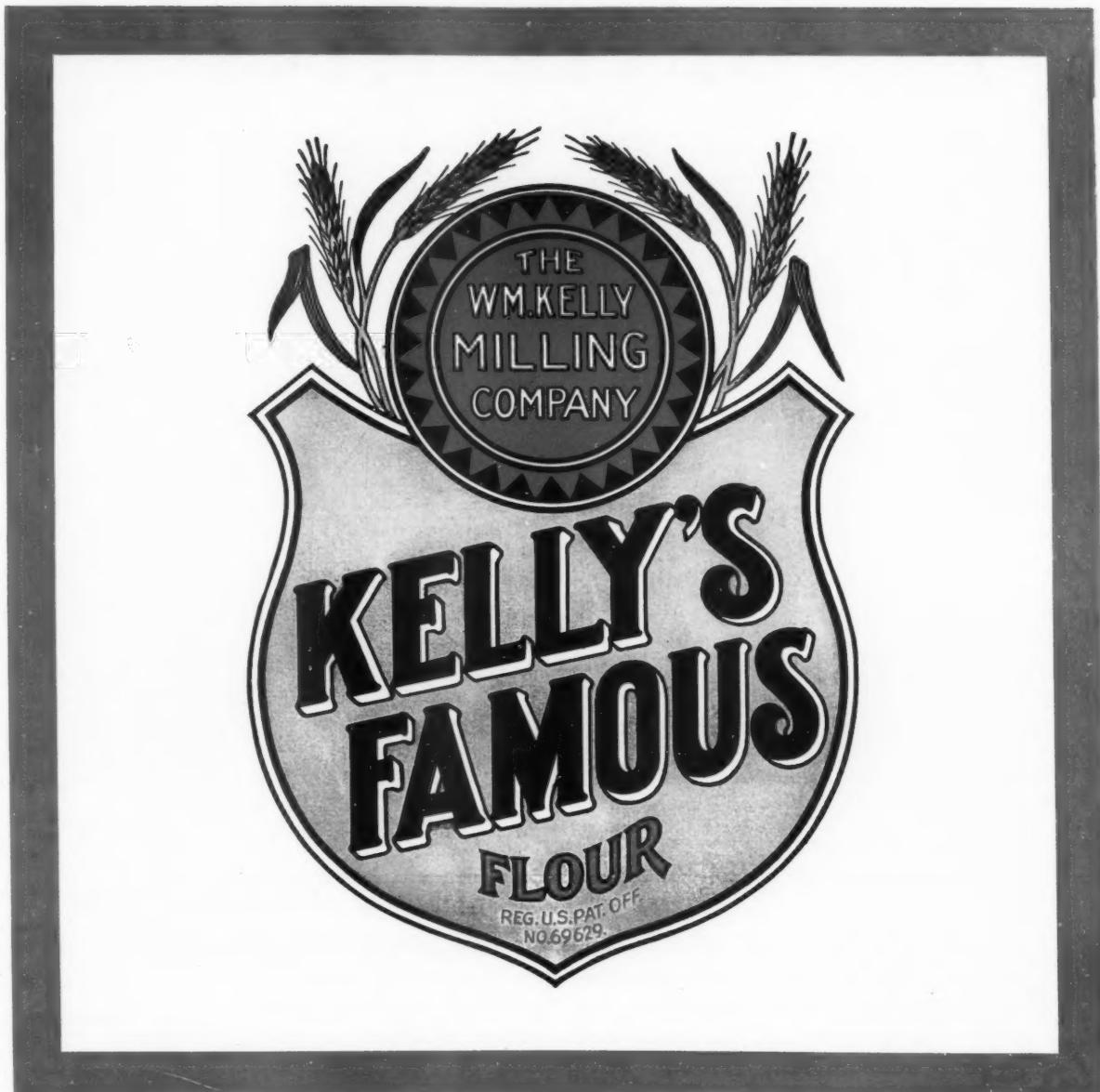
RETAIL BREAD PRICES

(Continued from page 7)

the BLS for New York, Chicago, San Francisco, and New Orleans.

This computation adjusts the four-city series to the level of the prices paid by retailers in 46 cities during the period 1955-57.

The ingredient cost estimates used in this report compare closely with estimates derived from the Senate survey (Table 13). Ingredient cost estimates based on the 18 multiplant bakery data were slightly less than those reported in this article four out of the seven years for which comparable data are available and were identical during the other three years. Ingredient costs based on data for the 18 single unit wholesale bakeries tended to be the same as or slightly larger than those reported in this article. Since the baker-wholesale margin is defined as the difference between the wholesale prices and the costs of ingredients, the similar ingredient costs mean that the margins also are similar.



What makes a brand name famous? Only quality . . . the faithful kind of quality that the customer can rely on, quality that never varies. That's why the name—KELLY'S FAMOUS—for this flour is prized by dozens of discriminating bakers.

The WILLIAM KELLY MILLING COMPANY
 Capacity 5,000 Sacks **HUTCHINSON, KANSAS** *Grain Storage 1,000,000 Bus.*

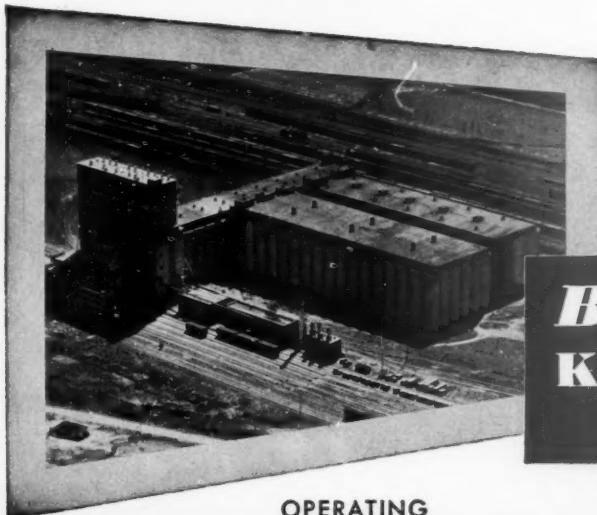
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The American Baker reaches the two groups vital to your product's acceptance—the production superintendent who selects it, and the plant manager who approves it. Cover "both sides of the street" economically through advertising in The American Baker.



OPERATING
SANTA FE ELEVATOR "A"
CAPACITY 10,200,000 BUS.

BURRUS MILLS, Incorporated KANSAS CITY GRAIN DIVISION

BOARD OF TRADE BUILDING • KANSAS CITY, MISSOURI

MILLING WHEAT • CORN • FEED GRAINS

J. P. BURRUS, PRESIDENT A. H. FUHRMAN, VICE PRES. & K. C. MGR.
J. D. TINKLEPAUGH E. M. SUMMERS



The school orchestra was not playing very well at its first concert. A man in the audience could not quite make out the piece so he asked his neighbor, "Sorry, sir, what's this piece out of?" Came the quick reply, "Out of tune, sir!"



Overheard at an office party: "Oh, yes, I like working for him very much. He's a perfect gentleman—all you have to do is slap his face once in a while."

The story is told of a great musician who took his orchestra on tour, and during his travels received a note from a well-meaning person in one of his audiences. This is what the note said: "I think it only fair to inform you that the man in your orchestra who blows the instrument that pulls in and out, only played during the brief intervals when you were looking at him."



Eight-year-old Suzie was crazy about school, while her six-year-old sister was somewhat less enthusiastic.

"Let's play school," suggested Suzie one day.

"All right," agreed the younger one grudgingly, "but let's play I'm absent."



On a guided tour of the Civil War battlefields, the guide gave instance after instance in which a handful of Grays routed regiments of Blues.

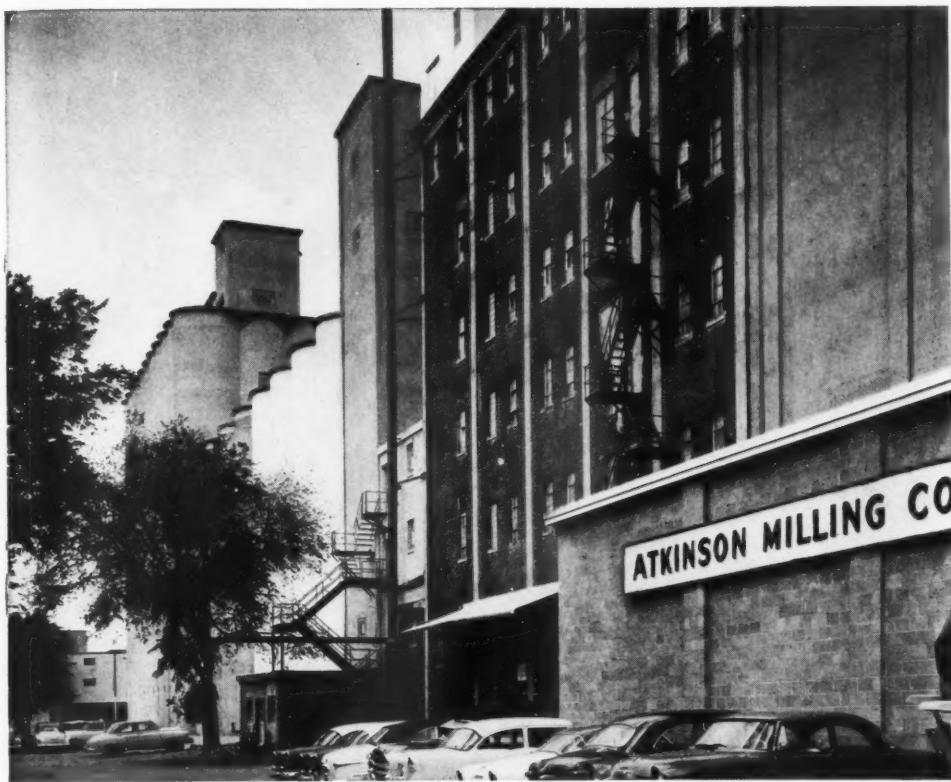
"Didn't the Yankees ever win?" probed a New Yorker.

Replied the guide: "Not so long as I've been directing this tour."

Top quality wheats are not found at every cross-roads these days . . . not even in the heart of the wheat country. So it behooves a miller to buy from those who have a wide field of selection. That's where our huge storage facilities fit in. We can give you the best. Call Grand 1-7070.

MILLING WHEAT • CORN • FEED GRAINS

J. P. BURRUS, PRESIDENT A. H. FUHRMAN, VICE PRES. & K. C. MGR.
J. D. TINKLEPAUGH E. M. SUMMERS



▲ Atkinson Milling Co. of Minneapolis, Minn., where Wallace & Tiernan flour service and equipment is used. This mill processes up to 6000 cwt. of flour daily.

HOW ATKINSON MILLING COMPANY USES W&T FLOUR TREATMENT

The best grade of flour requires maturing, bleaching, and enriching with precise, uniform treatment methods such as those practiced at the Atkinson Milling Co. This mill regularly processes up to 6000 cwt. of flour daily. To insure that the flour is uniformly aged, properly enriched, and of the best color, this progressive mill uses Wallace & Tiernan flour treatment equipment and services.

Wallace & Tiernan flour treatment in use at the Atkinson Mill includes: Dyox® for maturing; a Beta-Chlora® unit for conditioning; Novadelox® for bleaching; and N-Richment-A® for enrichment. All equipment furnished has been proven efficient and dependable in operation and is periodically checked and maintained by Wallace & Tiernan so that costly shut-downs are avoided. In addition, the Atkinson Milling Co. has available, at all times, skilled and experienced technical assistance from Wallace & Tiernan to aid them in the solution of their flour processing problems.

The Atkinson Milling Co. is only one of the many flour milling companies using W&T Flour Treatment. If your mill is not one of these, investigate the advantages of Wallace & Tiernan's complete flour service.



▲ Mill employee adjusts flow of chlorine dioxide gas being fed from a W&T DYOX unit to a flour stream. The gas flow to each flour stream can be individually regulated.



▲ W&T BETA-CHLORA unit installed at the Atkinson Mill. This unit meters gas used in the conditioning of certain grades of flour.



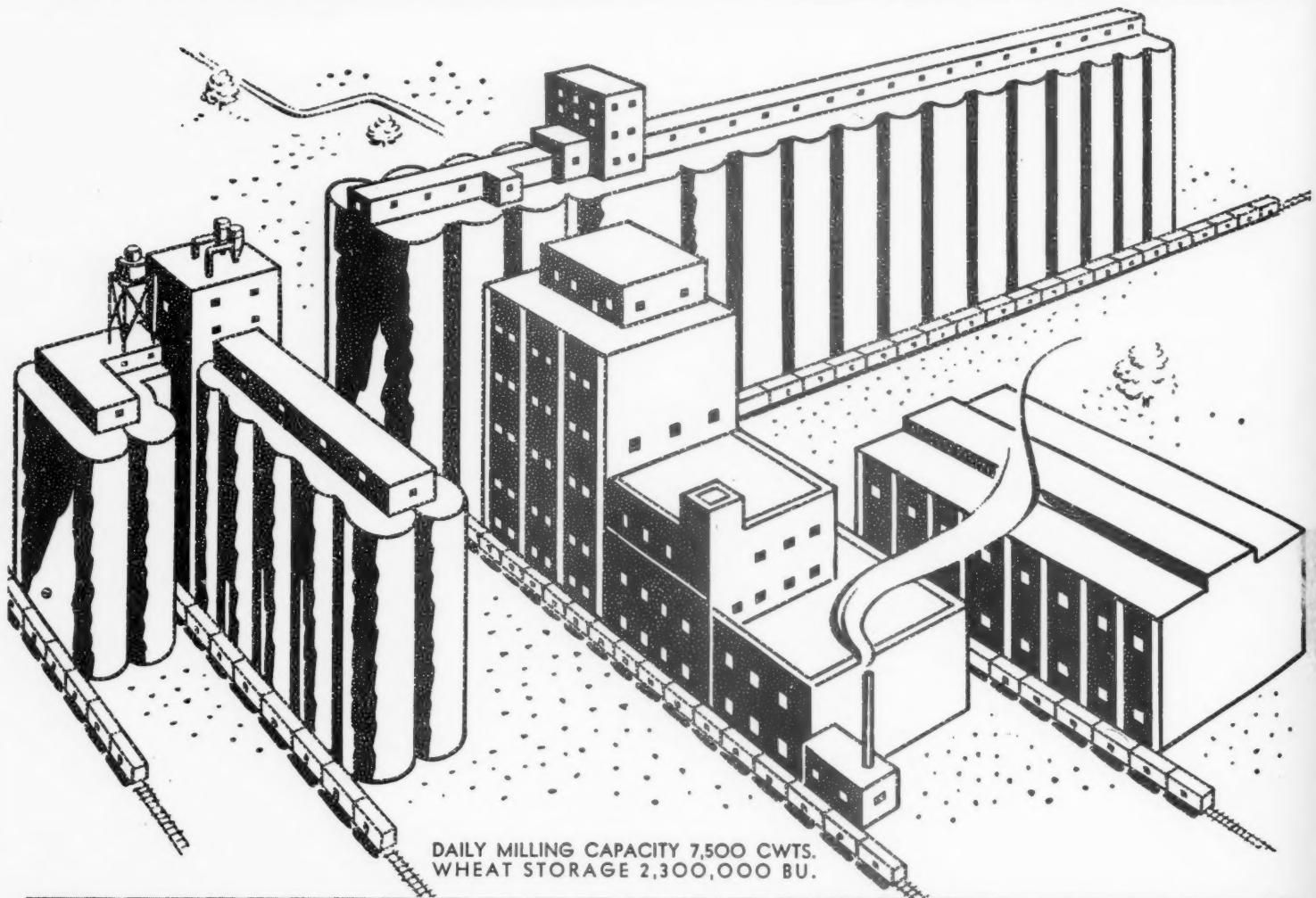
▲ Mill employee loads W&T NOVADEL FEEDERS used to precisely measure and feed NOVADELOX, the superior Wallace & Tiernan bleaching compound.



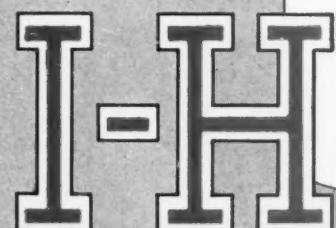
NOVADEL FLOUR SERVICE DIVISION
WALLACE & TIERNAN INCORPORATED

25 MAIN STREET, BELLEVILLE 9, NEW JERSEY
REPRESENTATIVES IN PRINCIPAL CITIES

"If it's I-H milled it's good flour"



DAILY MILLING CAPACITY 7,500 CWTS.
WHEAT STORAGE 2,300,000 BU.



It is for consistent good baking performance that so many bakers choose I-H flours. And this constant excellence is backed by a mill location which affords a wide range of choice selection from the best of the hard winter wheat areas.

The **ISMERT-HINCKE** *Milling Company*
KANSAS CITY, MISSOURI

